

# Social Inclusion and Community Safety Policy and Accountability Committee Agenda

Monday 2 February 2026 at 6.30 pm

The Cabinet Room (1st Floor), The Clockwork Building, 45 Beaver Lane,  
Hammersmith, W6 9AR

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

## MEMBERSHIP

Administration	Opposition
Councillor Stala Antoniades (Chair) Councillor Omid Miri Councillor Lucy Richardson Councillor Sally Taylor	Councillor Victoria Brocklebank-Fowler

**CONTACT OFFICER:** Debbie Yau  
Committee Coordinator  
Governance and Scrutiny  
E-mail: [Debbie.Yau@lbhf.gov.uk](mailto:Debbie.Yau@lbhf.gov.uk)  
Web: [www.lbhf.gov.uk/committees](http://www.lbhf.gov.uk/committees)

Members of the public are welcome to attend but spaces are limited. If you would like to attend, please contact [Debbie.Yau@lbhf.gov.uk](mailto:Debbie.Yau@lbhf.gov.uk). The building has disabled access.

# **Social Inclusion and Community Safety Policy and Accountability Committee Agenda**

**2 February 2026**

<u>Item</u>		<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>		
<b>2. DECLARATIONS OF INTEREST</b>		
	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.	
<b>3. MINUTES OF THE PREVIOUS MEETING</b>		<b>4 - 8</b>
	To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.	
<b>4. 2026/27 REVENUE BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY</b>		<b>9 - 33</b>
	This report provides an update on the overall preparation and proposals for the 2026/27 revenue budget, risks, financial resilience, and the impact of those proposals.	

**5. ANNUAL PERFORMANCE REPORT FOR THE LAW ENFORCEMENT TEAM (FOR INFORMATION) 34 - 47**

This item provides an update on the work of the Law Enforcement Team between April 2025 and December 2025. This is provided for information only.

**6. DATE OF FUTURE MEETINGS**

To note the following dates of future meetings:

- 27 April 2026

# Agenda Item 3

London Borough of Hammersmith & Fulham

# Social Inclusion and Community Safety Policy and Accountability Committee Minutes



**Tuesday 18 November 2025**

## **PRESENT**

**Committee members:** Councillors Stala Antoniades (Chair), Lucy Richardson, Sally Taylor and Victoria Brocklebank-Fowler

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

## **Met Police**

Chief Superintendent Christina Jessah  
Superintendent Pali Grewal  
Inspector Clive Hayes

## **Officers:**

Mark Raisbeck (Director of Public Realm)  
Neil Thurlow (Assistant Director of Community Safety, Resilience and CCTV)  
David Abbott (Head of Governance, Corporate Services)

## **1. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Omid Miri.

## **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **3. MINUTES OF THE PREVIOUS MEETING**

### **RESOLVED**

That the minutes of the meeting held on 18 June 2025 were agreed as accurate record.

#### **4. UPDATE REPORT ON POLICING IN HAMMERSMITH AND FULHAM**

Superintendent Pali Grewal briefed members on the update report. He referred to the delivery of community crime fighting based on data-led policing around hotspot areas including Shepherds Bush Green, Hammersmith Broadway and Fulham, and said that the operations which used to take place on a monthly basis by inspectors were now reviewed weekly to see which wards needed more focus. This weekly update initiative helped track down any pattern of criminal offences that the relevant wards might require additional policing deployment. Inspector Clive Hayes outlined how the ward priorities were decided at the ward panel meeting. Superintendent Grewal added that ward officers had also started to follow up the outstanding suspects within their wards to keep H&F safe.

##### *Hotspots*

Councillor Sally Taylor noted the high crime figures in Shepherds Bush Green and Hammersmith Broadway and asked if it was due to higher footfall there breeding crimes. Inspector Hayes remarked the two wards were the main areas that generated most of the crimes. He said that Westfields, situated in the heart of Shepherds Bush Green, was the largest shopping centre in Europe and brought a lot of visitors. Hammersmith Broadway was probably the most transient places in the borough with multiple tube lines/stations running alongside the busy high street. He noted that while offenders were mixed with locals and non-locals, victims in general were across all other areas.

The Chair observed that as a result of extra policing in the hotspots like Shepherds Bush Green and Hammersmith Broadway, anti-social behaviour and crimes were seen being displaced to neighbouring wards. Superintendent Grewal reassured the Committee that in addition to the wards mentioned, the Met would look into the impact on other parts of the borough when allocating ward resources. He said adequate policing would be deployed to the appropriate wards based on operational data reviewed weekly.

##### *Crimes and challenges*

Councillor Victoria Brocklebank-Fowler noticed that unlike some other crimes which had been reduced as compared to the same period in previous year, knife crime offences had increased slightly. She was concerned about the measures to be taken to prevent this life-threatening crime. Superintendent Grewal noted about the pattern of knife crime offences that the majority of knife crime offences happened in the same specific areas like Shepherds Bush Green and Hammersmith Broadway and the operations teams would look into the breakdown of knife crime offences there. On the possible reasons for the increase, Superintendent Christina Jessah drew members' attention that 12 of the 25 more cases were possession of knife/bladed article which was generated by proactive stop and searches.

The Chair asked about the main objective of conducting stop and searches. Superintendent Jessah noted the tactic was deployed for searching weapons to be used in violent crimes. For areas having a high level of anti-social behaviour, the

tactic might also help to track down the use of drugs in addition to the primary focus of violent crimes.

Considering the target emergency response time of 15 minutes was quite long for the calling parties on the phone, the Chair asked about ways to shorten it, for example, through the ward panels. Superintendent Grewal said he understood the expectation of the calling parties that 15 minutes seemed like a long time. While at times resources at the Emergency Response Teams were tied up to answer a call, the Met was exploring opportunities to improve the situation, for example, for the ward officers or the neighbourhood teams being freed up to take an outstanding call sooner. Nevertheless, he assured residents that the Met would arrive the crime scene as soon as possible. The Chair requested the Met to explore the possibility for the public to report crimes on an App.

#### **ACTION: Met Police**

In reply to the Chair's question about the reason for the rising number of hate crimes, Superintendent Grewal noted it was due to more reporting, but no pattern or trend could be worked out from the weekly analysis. The Met was monitoring the situation closely by identifying premises or venues in the borough where more hate crime incidents were generated and working with the LET to tackle them. On the types of hate crimes, Chief Superintendent Jessah noted antisemitism and Islamophobia were the two key areas of reporting both of which were seen increasing after 7 October plus a slight increase in disability hate crimes.

The Chair welcomed the front counter in Hammersmith Police Station would remain open but with reduced hours. Noting that it also served as a safe place for victimised women and children, she was concerned about the place they could go outside the opening hours.

Chief Superintendent Jessah explained that the opening hours were set based on demands and if needed, victims might go to the front counters in Charing Cross or Lewisham police stations. Superintendent Grewal said he understood there were safe spaces in every borough to deal with violence against women and girls and the ward teams were looking into them through the national online platform. After ensuring the venues identified in H&F were still operating as safe spaces, he would share the information online through various channels, including the websites of council's partners.

#### **ACTION: Met Police**

##### *Live facial recognition*

As regards Councillor Brocklebank-Fowler's question related to live facial recognition (LFR), Superintendent Grewal noted that the real-time system had been deployed at a certain time period on a particular day within the selected area. Chief Superintendent Jessah added that only images of wanted people were saved by the system, otherwise, the images were overwritten a few seconds after being captured by the system.

Noting from Croydon Council's figures that they had scanned 128,000 faces leading to c.133 arrests, Councillor Lucy Richardson sought information on the number of faces scanned in the 5 LFR deployments in H&F since April 2025 that had led to c.23 arrests. Chief Superintendent Jessah agreed to provide the information after the meeting and said the rate of scanning would depend on the footfall at the location and time of deployments. She assured members that LFR was a very useful technology to help the Met to track down dangerous and harmful people that would not normally be captured by police officers.

**ACTION: Met Police**

Noting the Court of Appeal had ruled in 2000 that South Wales Police's use of LFR technology was unlawful, Councillor Richardson was concerned about the legal basis for LBHF to continue the use of LFR to capture the images of its residents particularly young people, notwithstanding the images were just being kept in the system for a few seconds.

Chief Superintendent Jessah informed the Committee that as there was a judicial review going on in addition to a related trial in Croydon at the moment, it would be more appropriate to provide a response pending the outcome of the cases. Nevertheless, she would ask the relevant Lead to contact Councillor Richardson on the matter directly. Chief Superintendent Jessah also invited all Committee members to observe the deployment in action before Christmas.

**ACTION: Met Police**

Councillor Richardson was concerned that similar to the use of stop and searches tactic, half of the LFR deployments last year were held in areas with higher proportion of black residents. She requested information on the statistics and demographic data. Chief Superintendent Jessah said that the locations of LFR deployment were intelligence-driven and usually held in areas of highest footfall like Westfields which was quite a multi-racial area with higher number of crimes.

**ACTION: Met Police**

In reply to Councillor Richardson's further question, Mark Raisbeck (Director of Public Realm) explained if someone from the UK-wide database of people of interest walked past the camera, the police were then able to intercept. This was used to identify wanted offenders and, more recently, was used to prevent and deter crime and anti-social behaviour as in its recent use for Notting Hill Carnival.

Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety) recalled this use and said the LFR was used in the outer zone in order to identify and intercept people of interest before they went into the Carnival. The use of LFR had hence helped reduce the number of sexual assaults and knife crimes.

Chief Superintendent Jessah noted that the wanted offenders were usually high-harm cases involved in high-level violence and perhaps suspects wanted in multiple crimes. She stressed again that the unmatched images of ordinary citizens would be deleted immediately. In this regard, Councillor Harvey noted that some of the people

arrested had committed crimes such as rape and serious sexual assaults. Inspector Hayes recalled that offences committed by people arrested through the LFR technology deployed in H&F included rape, serious grievous bodily harm (GBH) , theft, assault, possession of offensive weapons, breach of court bail and failing to comply with court orders. Some high-harm offenders arrested had remained outstanding for five to seven years.

In reply to the Chair's further question on accuracy, Chief Superintendent Jessah detailed the manual check and secondary check after matching the wanted person. Inspector Hayes confirmed that among all deployments he had been involved, there had been no errors, with the suspects identified being arrested or confirmed as the correct registered sex offenders.

Councillor Harvey took the opportunity to express her thanks to the outgoing Superintendent Craig Knight for his work and support as well as past contributions to the borough.

**RESOLVED**

That the Committee noted the report.

**5. BRIEFING NOTE ON CO-PRODUCTION IN VAWG COMMISSIONING AND DESIGNING OF PROJECTS (FOR INFORMATION ONLY)**

**RESOLVED**

That the Committee noted the briefing note.

**6. DATE OF FUTURE MEETINGS**

The Committee noted the following dates of future meetings:

- 2 February 2026
- 27 April 2026

Meeting started: 7.03 pm  
Meeting ended: 7.57 pm

Chair .....

Contact officer: Debbie Yau  
Committee Co-ordinator  
Corporate Services  
E-mail: Debbie.Yau@lbhf.gov.uk

# Agenda Item 4

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

**Date:** 02/02/2026

**Subject:** 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

**Report author:** James Newman, Director of Finance (Deputy s151)  
Kellie Gooch – Head of Finance (Place)

**Responsible Director:** Sukvinder Kalsi, Executive Director of Finance and Corporate Services  
Bram Kainth, Executive Director of Place

---

### SUMMARY

Cabinet will present their revenue budget and Council Tax proposals to Budget Council on 25 February 2026. This report provides an update on the overall preparation and proposals for the 2026/27 revenue budget, risks, financial resilience, and the impact of those proposals.

This report also sets out the budget proposals for the services covered by this Policy and Accountability Committee, and the committee is invited to comment on the budget proposals set out in detail in the appendices. Risk schedules and Equalities Impact Assessments of any budget changes are provided in the appendices alongside an update on any proposed changes in fees and charges in the budget where applicable.

This report sets out the Council's Revenue Budget for 2026/27 (including the key assumptions, details of new additional investment proposals and the efficiencies that are expected to be delivered by services). The report also provides an update on the Council's Medium Term Financial Strategy (MTFS) including the adequacy of the balances and reserves to ensure that the Council can maintain long term sustainability and maintain the strong financial governance of the resources.

The strategic operating environment for public services (including local government) remains challenging. While inflationary pressures have eased and interest rates are reducing, there are demand-led pressures in Adult Social Care, Children's Services and Homelessness. Combined with the impact of Fair Funding Review 2.0 and the reset of the Business Rates Retention System from April 2026, this Council will continue to face financial challenges in the years to come.

For the first time in many years, the government has confirmed a multi-year settlement from 2026/27 to 2028/29 alongside the funding formula reform. Hammersmith and Fulham is eligible for transitional funding relief over the three years to 2028/29.

The overall objectives of the revenue budget proposals for 2026/27 are intended to:

- continue to protect the delivery of core services valued by residents, businesses and visitors
- ensure the safety of our borough
- support prosperity across Hammersmith and Fulham
- promote an exceptional, innovative and efficient Council
- maintain strong financial governance and resilience across the Council

A balanced budget for 2026/27 is proposed (whilst protecting our reserves) including £9.5m of efficiencies. The budget will allow the continued delivery of the best services to our residents, businesses and visitors. This builds on the administration's record of prudential financial management, and delivering a modest budget surplus in the last three full financial years (from 2022/23 to 2024/25) and increasing reserves at a time when many other councils are utilising them to balance the annual budgets

The proposed increase of Council Tax by 2.99% and the additional social care precept (which equates to an increase of 92p per week for Band D properties) will generate an additional £4.4m (or 2% of the council's net budget) per annum to fund Council services. This is essential funding for the Council to ensure continuing financial resilience, protect its funding position over the medium term, meet the challenges posed by increasing demand and inflation, whilst balancing the impact on local council taxpayers.

---

## RECOMMENDATIONS

1. That the Policy and Accountability Committee considers the budget proposals and makes recommendations to Cabinet as appropriate.
2. That the Committee considers the proposed changes to fees and charges and makes recommendations as appropriate.

---

**Wards Affected:** All

---

Our values	Summary of how this report aligns to the H&F values
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2026/27 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors.
Creating a compassionate council	The proposals in the revenue budget for 2026/27 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, continuing to provide comprehensive

<b>Our values</b>	<b>Summary of how this report aligns to the H&amp;F values</b>
	Council Tax support to those eligible and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	The budget proposals support the launch of the next phase of the industrial strategy (Upstream London) which sets a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that are set to grow and that are deemed right for the local area.
Doing things with residents, not to them	The budget for 26/27 will continue investment in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.
Rising to the challenge of the climate and ecological emergency	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will support work to increase engagement and investment in green energy and technologies, increase investment in its waste services, continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

---

## Background Papers Used in Preparing This Report

None.

---

## THE REVENUE BUDGET 2026/27

1. The proposals for balancing the budget for 2026/27 are included in table 1 below.

**Table 1: 2026/27 Budget Summary**

	(£m)
<b>Base Budget 2025/26 (Balanced Budget)</b>	-
Provision for Price Inflation (3.2%)	6.9
Provision for Pay Inflation (2.5%)	4.0
Essential pressures	3.2
Other Changes (concessionary fares/interest on balances/ other)	(4.9)
Reduction in LGPS employers pension contribution	(2.1)
Savings and Efficiencies	(9.5)
<b>Resources</b>	
<b>Government</b>	
Increase Central Govt Grants	(13.2)
Decrease in Business rates	30.7
Increase in Council Tax resources	(7.7)
<b>Local</b>	
Collection Fund – year on year reduction in surplus	3.3
Collection fund	(4.0)
CIL	(0.7)
Fair Funding - Transitional Relief	(6.0)
<b>Budget Gap 26/27</b>	-

## Savings

2. The total proposed savings for 2026/27 are set out in Table 2.

**Table 2: 2026/27 savings proposals**

Department	£m
People	(4.2)
Place	(2.8)
Housing Solutions	(1.2)
Finance and Corporate Services	(0.6)
Centrally Managed Budgets	(0.7)
<b>Subtotal Service Savings</b>	<b>(9.5)</b>
Collection Fund Savings	(8.4)
<b>Total</b>	<b>(17.9)</b>

3. The savings relevant to this committee are summarised in table 3 below. The details set out in Appendix 1 to this report and as part of the Director's comments section below.

**Table 3: Summary of savings relevant to this committee**

<b>Proposal</b>	<b>£m</b>
Place Redesign Phase 3	(1.3)
Review Fees and Charges	(0.5)
Reform Local Support Payment Scheme	(0.5)
<b>Total savings</b>	<b>(2.3)</b>

### **Fees and Charges**

4. The Council provides an extensive range of services to local businesses and residents that are chargeable. Within this Policy and Accountability Committee, examples are environmental health licensing, food hygiene, pest control and building control.
5. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. Where proposed changes require consultation under statute (such as markets and street trading), this will be undertaken as necessary.
6. For non-statutory fees and charges, levied by Hammersmith & Fulham, it is recommended that for 2026/27:
  - they are frozen for Adult Social Care and Children's Services in line with administration policy.
  - commercial services that are charged will be reviewed on an ongoing basis in response to market conditions and varied up and down as appropriate, with appropriate authorisations according to the council Constitution.
  - parking charges and fines are set in line with transport policy objectives and not considered as part of the budget process.
  - a standard uplift of 3.8% (in line with September CPI) is applied for other non-commercial and non-parking fees.
7. For fees and charges within this Policy and Accountability Committee, it is proposed to apply the standard inflationary uplift of 3.8% on all fees and charges from April 2026, with the exception of those set out in Appendix 4.

### **Equalities Implications**

8. Each budget proposal has been subject to an Equalities Impact Assessment (EQIA) Review. Those relevant to this Committee are attached in Appendix 3. A consolidated EQIA report will be presented to Budget Council in February 2026.

### **Comments of the Relevant Executive Directors on the 2026/27 Budget Proposals**

9. The Social Inclusion and Community Safety Policy & Accountability Committee oversees budgets that span the Council's Place and Finance and Corporate Services (FCS) Departments. These budgets are invested in improving safety, inclusion and quality of

life for the borough's residents, businesses and visitors. Social inclusion budgets held in FCS fund equalities, diversity and inclusion programmes, support for vulnerable and disadvantaged groups, community engagement and empowerment, and the Council's voluntary sector strategy. Budgets held in the Place Department fund a variety of services including community safety and crime reduction, tackling anti-social behaviour and violence against women and girls, the Law Enforcement team, the Gangs, Violence and Exploitation service, licensing and gambling oversight, and Environmental Health and Regulatory Services.

### Community Safety (Place Services)

10. Hammersmith & Fulham (H&F) has one of the biggest community safety operations in the country. In 2025 overall crime levels in H&F remained stable or reduced compared to 2024 – burglaries decreased by 16%, vehicle offences decreased by 12%, theft decreased by 7%, and violence with injury decreased by 5%. This is all down to the significant investment that H&F makes in vital crime fighting services, combining smart technology with strong community ties. Keeping local people safe remains one of the Council's top priorities.
11. The Council has invested £5.4m of one-off capital funding in CCTV over the past five years to help keep the borough's streets safe. The H&F CCTV network is one of the most advanced in the UK. In addition to this the Council invests £0.6m a year to manage and maintain its CCTV network, with 2,000 cameras being monitored 24/7 by council staff. The Council's approach is about prevention as well as enforcement, with cameras also used to deter Anti-Social Behaviour, fly-tipping, and street harassment, not just to respond after offences have occurred. The Council's 24/7 operators spot suspicious behaviour in real time and help guide the response from both the police and the H&F Law Enforcement Team to prevent and tackle crime. In 2024 the H&F CCTV service became the only Borough Command Unit to host all CCTV cameras across three London boroughs in one control room, improving both public safety and value for money for H&F residents. CCTV is a core contributor to crime reduction, supporting on average 600 arrests a year.
12. The Council also invests £4.6m a year in its groundbreaking Law Enforcement Team to help make H&F one of the safest London boroughs, working with local communities as the eyes and ears of the Council. During 2025 the team of 72 Council funded uniformed officers conducted almost 150,000 patrols and almost 3,000 weapon sweeps. More than 8,400 Law Enforcement cases were resolved by the team during the year. The team is vital to taking swift, visible action against crime. For example, responding within minutes to a report of a man catcalling for around 20 seconds from a van to a 26-year-old woman in Fulham Palace Road. The swift action of the team led to the man being issued with a fixed penalty notice within a few days for breaching H&F's borough-wide ban on street harassment. The Council's street harassment Public Space Protection Order (PSPO) was the first of its kind in London when it was introduced in July 2024.
13. The Council is committed to ending Violence Against Women and Girls (VAWG) and Modern Slavery and Exploitation (MSE). The Council invests £0.8m a year in these services (supplemented by external grant funding) to deliver a coordinated community response, developing interventions across multiple levels. In the last year this investment has supported almost 500 women and more than 300 children who have been affected

by violence. Each year, H&F marks the United Nation's 16 Days of Activism against VAWG through its '16 Hours in 16 Days' campaign, combining community participation, fundraising for specialist services, and awareness raising linked to enforcement and survivor support.

14. With investment of £1m a year in the Gangs, Violence and Exploitation Unit (GVEU), since its launch in 2020 the Council has supported around 200 young people and families identified as at risk of exploitation or serious youth crime. The success of the GVEU has been formally recognised through award-winning partnership work, with the unit's expertise and input in safeguarding, exploitation prevention and youth engagement being explicitly credited. For example, the "Cross the Lines" theatre project delivered in partnership with Lyric Theatre performed a powerful production to 30 schools in the borough, earning a National Theatre Award in 2025. The GVEU has also expanded its programme of school-based initiatives by delivering presentations on exploitation to 740 students, reinforcing the Council's commitment to prevention and awareness. So far in 2025/26 almost 1,500 young people and almost 250 residents have been engaged in the Council's GVE projects. One longtime West Kensington resident received vital support from the GVEU when her 16-year-old son became a victim of serious youth violence. After being connected with the Council's GVEU, the resident found the help she needed. As well as connecting the resident with a therapist who could support her son through his trauma, the youth programme also helped the son to secure an apprenticeship, "giving him a sense of purpose and a path towards a brighter future," according to the mother.

#### Social Inclusion (Finance and Corporate Services)

15. Through the Third Sector Investment Programme (3SIF), the Council has invested over £3.5m per year in community-based services and infrastructure, even during a sustained period of financial pressure on local government budgets. At any one time, this covers over 40 organisations delivering more than 50 services and underpins the Council's ambition to be a compassionate, inclusive authority, while also delivering financially efficient, community-led solutions to complex social challenges.
16. Since April 2022, the Council has operated a coordinated Cost-of-Living (CoL) Programme, bringing together council services, public health, housing, community safety and voluntary-sector partners to provide both immediate hardship relief and longer-term resilience support. Utilising the government's Household Support Fund and £1m of the Council's own funding, measures have helped prevent homelessness, reduce debt escalation, and support households that fell outside national eligibility thresholds but were still experiencing severe financial pressure. A notable example was the identification of, and financial support to, pensioners entitled to pension credit after the Winter Fuel Allowance was cut by government. In 2026/27 a new government Crisis and Resilience Fund will be administered by the Council to utilise £2.9m of funding to support residents.
17. As part of the Cost-of-Living strategy, the Council's own funding has been used to develop a new Financial Inclusion Strategy to address financial exclusion, poverty, problem debt and low financial resilience across the borough. This work will continue in 2026/27 with external expertise used to co-design and produce the strategy and implementation plan, with resident input shaping priorities and interventions.

18. In 2025/26 the Council has progressed its Digital Inclusion Strategy, co-produced with residents and the voluntary and community sector to make Hammersmith & Fulham a digitally inclusive borough, where all residents can access the skills, devices, connectivity and support needed to participate fully in modern life, including work, education, healthcare and public services. Ongoing revenue budget has been allocated to ensure these outcomes are met.

Revenue Budget 2026/27

19. The 2026/27 revenue budget for the services within this Policy and Accountability Committee are summarised in the table below.

**Table 4 – Social Inclusion & Community Safety Controllable Revenue Budget 2026/27**

Service	Expenditure £m	Income £m	Net Budget £m
Community Safety	10.8	(3.3)	7.5
Environmental Health & Regulatory Services	3.5	(2.2)	1.3
Building Control	0.8	(0.7)	0.1
Compliance and Business Development	0.9	(0.8)	0.1
Equality, Diversity and Inclusion	0.1	0.0	0.1
Digital Inclusion Strategy	0.1	0.0	0.1
Financial Inclusion Strategy	0.1	0.0	0.1
Crisis and Resilience Fund	2.9	(2.9)	(0.0)
Community Investment Third Sector	3.7	(1.0)	2.7
<b>Total Budget Relevant to this Committee</b>	<b>23.0</b>	<b>(10.9)</b>	<b>12.0</b>

20. The net controllable revenue budget for 2026/27 is £12m and will ensure the continued investment of resources in key services for residents. In particular, the following matters should be noted for services relating to this Committee:

- contract inflation on externally provided services has been allowed for in the budget (£35,000 in total based on a minimum of 3.2%).
- savings of £0.9m will contribute to the setting of a balanced budget for the Council (details in Appendices 1 and 3). These are intended to preserve and improve front line services through service transformation and reconfiguration, increased commercial income generation and maximising Government funding.

21. For 2025/26 the services relating to this Committee are expected to be managed within their approved revenue budgets. The same is expected for 2026/27.

**List of Appendices:**

Appendix 1 – Savings proposals

Appendix 2 – Service Risks

Appendix 3 – Equality Impact Assessments

Appendix 4 – Fees and Charges

## Savings Relevant to this Committee - Social Inclusion and Community Safety

## **Appendix 1**

Savings and Efficiencies Proposals		Total Council Budget Change				Proportion of Budget Change Relevant to this PAC			
Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
All Place Services	Place Redesign Phase 3	(1,300)	(1,300)	(1,300)	(1,300)	(367)	(367)	(367)	(367)
All Place Services	Review fees and charges	(500)	(500)	(500)	(500)	(98)	(98)	(98)	(98)
Revenues and Benefits	Reform Local Support Payment Scheme	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)
<b>Total Savings and Efficiency Proposals</b>		<b>(2,250)</b>	<b>(2,250)</b>	<b>(2,250)</b>	<b>(2,250)</b>	<b>(915)</b>	<b>(915)</b>	<b>(915)</b>	<b>(915)</b>

<b>Division</b>	<b>Short Description of Risk</b>	<b>Mitigation</b>
All divisions	Inflationary pressures impacting major service contracts and service spend (such as rising costs relating to staff, energy, fuel and materials)	Continue to work with service contractors to manage within existing budgets
All divisions	Potential national public finance pressures impacting specific grant funded services and other income streams (e.g. Crisis Resilience Fund)	Continue to work proactively with partners and highlight the major outcomes being achieved through the grant funded programmes. Develop alternative funding strategies as practical.
All divisions	Ongoing pressure and challenges to secure funding for the H&F Plan objectives	Continue to explore funding opportunities, both internally and externally to the council. Manage within existing resources as far as possible

**EQUALITIES IMPACT ASSESSMENT (EIA) 2026/27**  
**SAVINGS AND INVESTMENT PROPOSALS RELEVANT TO THIS COMMITTEE**

**Savings Proposals:**

**Place Redesign Phase 3 - £1,300,000**

1. This budgetary saving is to be delivered through a review of staffing structures across the Place department. It is believed that this proposal has a neutral impact on groups that share protected characteristics as these are back-office savings only (mostly through the realignment of roles and responsibilities) and do not affect the delivery of front-line services. Equality impact assessments will be undertaken as part of the Council's standard reorganisation process for each affected service area. This will include consideration of any indirect impacts on individuals with protected characteristics. Any necessary reasonable adjustments will be managed as far as possible.

**Review Fees and Charges - £500,000**

2. This budgetary saving is to be delivered through a review of fees and charges to ensure at least full cost recovery and/or to ensure commercial charges remain competitive. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the goods/services purchased, apart from registered charities and community groups who receive discounts in some areas. Some age-related discounts exist in some areas (such as leisure and Adult Learning). The Council acknowledges that price increases may affect some groups more than others (such as older residents, Disabled people and those on low or no income).

**Reform Local Support Payment Scheme - £450,000**

3. Hammersmith & Fulham have provided a discretionary Local Support Scheme since 2016. The Local Support Scheme was designed to support residents in a crisis, or an emergency caused by a specific event. The scheme was previously contracted to RBKC with a budget of £600k that included administration costs of c.£150k. A reduction of £150k was made to the budget from April 2025/26, and the service now brought back in-house.

The new proposal is to end the scheme and utilise the government's Crisis and Resilience funding, which begins in April 2026, replacing the Household Support Fund, to continue to offer a hardship prevention scheme that meets urgent essential needs for residents.

This proposal will have a neutral impact on groups that share protected characteristics as an alternative scheme funded through the Crisis and Resilience fund will ensure support for those most in need can be accessed. The application process for both schemes is the same and so this will continue once local support payments are removed ensuring the revised scheme is readily accessible.

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
<b>STREET &amp; MARKET TRADING</b>			
<b>Specialist Markets</b>			
Charge per waste bag per day for traders at Lyric Square, Wood Lane and Shepherds Bush Green Market	£2.50	£3.70	£1.20
<b>Administration Charges</b>			
Fast track licence application (within 72 hours)	N/A	£116.50	New Charge
Late renewal application submission with all documents	N/A	£25.00	New Charge
Delayed submission of all application documents	N/A	£25.00	New Charge
Changes to registered assistant	N/A	£25.00	New Charge
<b>Shop Front Trading</b>			
<b>Shopfront trading fees on public maintained land - NEW LICENCE</b>			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£1,050.00	£1,050.00	£0.00
Up to 2 metres, from the shop front entrance.	N/A	£1,150.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£1,250.00	New Charge
<b>Shopfront trading fees on public maintained land - LICENCE RENEWAL</b>			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£500.00	£500.00	£0.00
Up to 2 metres, from the shop front entrance.	N/A	£600.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£700.00	New Charge

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
<b>Shopfront trading fees on private land - NEW LICENCE</b>			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£500.00	£500.00	£0.00
Up to 2 metres, from the shop front entrance.	N/A	£600.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£700.00	New Charge
<b>Shopfront trading fees on private land - LICENCE RENEWAL</b>			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£300.00	£300.00	£0.00
Up to 2 metres, from the shop front entrance.	N/A	£400.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£500.00	New Charge
<b>Other Shop Front Trading Fees</b>			
1-day shop front trading licence	N/A	£58.50	New Charge
30-day shop front trading licence	N/A	£116.50	New Charge
Extended Late Licence	N/A	25% of Licence Fee	New Charge
Licence variation fee	N/A	£58.50	New Charge
Fast track licence application (within 10 working days)	N/A	£116.50	New Charge
<b>Selling from front gardens</b>			
<i>If you wish to sell anything from a front garden of a property to customers on the footpath you need a licence; or from a piece of land that is within 7 metres of the public highway and not enclosed, you will</i>			
New applications	N/A	£100.00	New Charge
One-year renewal	N/A	£75.00	New Charge
<b>Community Markets and Street Trading Events for Charities and Not-For-Profit Organisations</b>			
Up to 5 stalls	N/A	£100.00	New Charge

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
6 - 10 stalls	N/A	£200.00	New Charge
11 - 15 stalls	N/A	£300.00	New Charge
16 - 20 stalls	N/A	£400.00	New Charge
Over 20 stalls	N/A	£500.00	New Charge
<b>Seasonal and Temporary / Short-Term Events</b>			
Short term event - Temporary Street Trading Licence - 1st day	N/A	£61.50	New Charge
Short term event - Temporary Street Trading Licence - per day thereafter	N/A	£20.50	New Charge
Weekly seasonal licences (e.g. Christmas tree sales)	N/A	£100.00	New Charge
Weekly seasonal licences (e.g. Christmas tree sales) - Extended Stall	N/A	£150.00	New Charge
<b>COMMUNITY SAFETY - Anti-Social Behaviour Unit (ASBU)</b>			
ASBU Monthly Case Supervision of Registered Social Landlord cases and build/access to REACT Case Management System (Initial build charge of £2000) and <u>monthly</u> charge thereafter	N/A	£2,110.00	New Charge
ASBU - Chairing follow-up professionals' meeting post CMARAC, ASB Case Review or heard at Cuckooing Risk Panel	N/A	£61.00 per hour	New Charge
ASBU - Chairing meetings relating to ASB on defined RSL estates, where there are no local authority landlord responsibilities.	N/A	£61.00 per hour	New Charge
ASBU - Deliver external online ASB or Cuckooing training	N/A	£600 Daily rate or £100 per hour	New Charge
ASBU - Deliver in-person external ASB or Cuckooing training or consultancy	N/A	£600 Daily rate or £100 per hour - plus travel, food and accommodation	New Charge
<b>EMERGENCY PLANNING &amp; BUSINESS CONTINUITY - Services to External Organisations</b>			
Business Continuity Advice - External Consultancy per day	N/A	£500.00	New Charge

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Rest Centre Provision (Hourly rate)	N/A	£300.00	New Charge
<b>CCTV</b>			
Footage search and release to insurers	£294.00	£360.00	£66.00

# Budget 2026/27

# Overview

- Strategic Context (including Chancellor's Budget Statement)
- Policy Statement (Fair Funding Reforms 2.0)
- Budget 2026/27
  - Strategy and Objectives
  - Budget Plans
- Timelines and Plans

# Strategic Context

- Chancellor's Budget
- Local Demographic/Resident/Legislative Expectations
- Greater Regulation (Housing Inspection/SEND)
- Local Regeneration Schemes (Civic Campus, Housing, Bridge)
- Data Security and IT Issues

# Policy Statement - Fair Funding Review

- Policy Statement Released 20 November (PLGFS on 17 December)
- Changes Made – IMD, Housing, Children Service Costs
- 3 Year Settlement and Consolidation of Grant Regimes
- Significant Pressures in 2027/28+
- Lobbying ongoing

# Revenue Budget Strategy 2026/27

- Ensure Sustainable, Legal and Balanced Budget
- Protect Key Policy and Resident Priorities
- Continued Long Term Financial Resilience
- Essential Pressures Only in 2026/27
- Service Demand Pressures Will Need To Be Mitigated
- Review of Capital Strategy To Minimise Revenue Pressures
- Focused Strategic Savings Proposals (Not A Long List)

# Budget 2026/27

	£m
Pay Inflation (2.5%)	4.0
Price Inflation (3.2%)	6.9
Essential Pressures (see later)	3.0
Impact of FFR	8.9
Collection Fund (Prior Years)	3.3
LGPS Employers % Reduction	(2.1)
Savings Proposed (see later)	(17.9)
Corporate Changes (contributions to programmes)	(1.7)
Damping Payment for FFR	(1.7)
Policy Contingency Reductions	(2.7)
<b>Net Position (after Council Tax)</b>	-

# Essential Pressures 2026/27

	Dec £m
Reduction in Interest Receivable due to interest rate cuts	2.4
Concessionary Fares	0.8
Collection Fund Resources	0.5
Council Tax Discretionary Reliefs (Carers/War Pensions)	0.2
Governance changes	0.3
Contribution to Reserves & One-Off Items	(0.9)
Prior Year Growth (Upstream London)	(0.3)
<b>Total</b>	<b>3.0</b>

# Savings Proposals 2026/27

		£'m
Housing	Homeless Reduction Strategy	(1.2)
People	Adult Social Care Transformation (Care Packages/New Residential Care – 4%)	(3.2)
FCS	Improving collection of Housing Benefits/Recovery of Summons Costs	(0.4)
FCS	Funding of Local Support Payments by Crisis & Resilience Fund	(0.5)
FCS	Credit Card Transactions Fees	(0.5)
Place	Commercial Income	(1.3)
All	Redesign Service Staff Teams (Agency/Vacancy Management – 1.5%)	(2.2)
Place	Waste Disposal (Increasing Recycling – 50% in street properties)	(0.2)
<b>Total Service Savings</b>		<b>(9.5)</b>
Resources	Council Tax (Collection Rates/Reducing Arrears/Second Homes Premium - £0.9m / CTB1 Tax Base)	(4.6)
Resources	Business Rates (Collection Rates/Arrears)	(3.8)
<b>Total</b>		<b>(17.9)</b>

# Next Steps

- PACS - End of January/Early February
- Cabinet – 9<sup>th</sup> February
- Budget Council - 25<sup>th</sup> February

# Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

**Date:** 02/02/2026

**Subject:** Annual Performance Report for the Law Enforcement Team

**Report author:** Mohammed Basith, Law Enforcement Manager

**Responsible Director:** Neil Thurlow, Assistant Director - Community Safety Resilience and CCTV

---

## SUMMARY

This report provides PAC with an update following the previous meeting focusing on work of the Law Enforcement Team between April 2025 and December 2025.

---

## RECOMMENDATIONS

1. For the Committee to note the report.

---

**Wards Affected:** All

---

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

Taking pride in H&F	The LET service work hard to improve the environment of H&F creating a cleaner, greener borough
Rising to the challenge of the climate and ecological emergency	The service uses only electric vehicles and the default for staff is to walk with vehicles being used for specific matters only

---

## **Background Papers Used in Preparing This Report**

None.

---

## **Background**

1. In June 2025, the Law Enforcement Team (LET) presented performance data and achievements since the formation of the service in April 2021.
2. This report provides service information from 1 April 2025 to 31 December 2025.
3. During this period, the LET has continued to deliver a highly visible front-line service 24/7, and this report provides further details of the work LET officers have undertaken.
4. As with previous reports we seek to share our key updates as follows:

## **Evolution, innovation and introduction of an inhouse built “LET App” and its impact on service delivery**

5. On 1 April 2025, the Law Enforcement Team (LET) introduced a bespoke mobile application designed to enhance operations and improve responsiveness to residents. This innovative new LET App marked a significant shift in how the team captures inspection data, manages service requests, and communicates with the public.
6. The LET App is accessible on mobile devices, enabling officers to record inspection data, log new service requests, and update existing cases directly from the field. LET officers can now add case notes in real time, eliminating the need to return to the office for administrative tasks. This change has allowed the team to maintain a stronger presence on the ground, increasing visibility in their assigned wards and enabling faster intervention when issues arise.
7. The LET teams Technical Support Administrators also benefit from the LET App's live connectivity. They can review cases instantly and provide residents with real-time updates, ensuring transparency and improving trust in the service. By reducing reliance on manual processes and office based administration, the LET App has streamlined workflows and freed up resources for frontline activity.
8. The introduction of the LET App has delivered several tangible benefits:

9. **Faster Response Times** - LET officers can update case notes and progress reports immediately, reducing delays and improving resolution times for complaints and concerns.
10. **Greater Ground Coverage** - With administrative tasks completed on the move, LET officers spend more time patrolling and less time in the office. This has strengthened the team's ability to respond to urgent incidents and routine issues alike.
11. **Improved Resident Experience** - Residents who raise concerns during patrols receive an instant reference number as the LET officers can now raise new service requests on the ground, allowing them to track their complaint throughout its lifecycle. This transparency reduces the need to contact the team via email or phone and builds confidence in the service.
12. **Enhanced Data Accuracy** - Real time data capture ensures that patrol and service request records are complete and accurate, supporting better performance monitoring and evidence-based decision making.
13. **Operational Efficiency** - The LET App reduces duplication and manual processes, enabling Technical Support Administrators to focus on proactive communication and case oversight rather than chasing updates.
14. Since its introduction, the LET App has had a measurable positive impact on LET performance. Patrol data is now more accurate and timely, service requests are logged and tracked more efficiently, and resolution times have shortened significantly. LET officers can address concerns immediately or log them for follow-up, ensuring residents receive confirmation and updates without delay. This capability has improved the team's ability to respond not only to emergencies but also to everyday issues, reinforcing the principle of proactive enforcement.
15. The LET App has transformed the way the LET teams operates. By combining technology with frontline presence, the service has become more agile, responsive, and transparent. Residents benefit from quicker resolutions and better communication, while the team benefits from improved efficiency and data quality. In short, the LET App has strengthened the link between patrol activity and service delivery, ensuring enforcement is not only visible but also accessible and accountable.

## **Performance analysis**

16. Between April and December 2025, the Law Enforcement Team increased its level of activity and overall presence across Hammersmith & Fulham. When set against the same months in 2024, the data shows not only greater patrol output but also a more purposeful deployment pattern particularly in Highways and District Centres and in targeted Anti-Social Behaviour (ASB) reports.
17. Resident demand, as expressed through service requests, rose overall in 2025 peaking in mid-summer and then declined as patrol intensity increased,

consistent with the preventive effect of visible, well-tasked presence in public spaces and estates.

18. The most notable growth occurred in Highways and District Centres, which nearly doubled in patrols with an increase of 97% and accounted for 72% of all patrol activity. This reflects a measured and targeted focus on busy public spaces for example the resolution of several issues as highlighted in the Uxbridge Road petition.
19. Housing patrols increased by 14.9%, with a late year increase linked to tenancy related ASB and multi-agency interventions, while parks patrols grew by 21.1%, following seasonal demand.
20. Targeted ASB patrols saw the sharpest rise, almost doubling (+95.9%) to 34,445, with the majority concentrated in Highways/DC areas. Peaks in ASB activity aligned with summer and autumn, reinforcing the team's focus on hotspots where nuisance most affects community safety.
21. Resident demand also grew, with service requests up 33.8%, though ASB-specific requests rose only 4.6%. Importantly, patrol coverage outpaced demand, improving ratios to 18 patrols per service request and 24 ASB patrols per ASB request, demonstrating the preventive impact of visible enforcement. Complaints fell after July as patrol intensity increased, confirming the effectiveness of this proactive model.
22. Geographically, the North remained the largest source of ASB complaints (+10%), Central was steady (+7.2%), and the South recorded the fastest growth (+27.9%), requiring targeted attention going forward.

#### **Year-on-Year Comparison Table (April to December)**

Year	2024	2025	Change
<b>All Patrols</b>	75,740	125,466	<b>+65.7%</b>
<b>Highways/DC</b>	45,793	90,224	<b>+97.0%</b>
<b>Housing</b>	17,701	20,331	<b>+14.9%</b>
<b>Parks</b>	12,055	14,603	<b>+21.1%</b>
<b>ASB Targeted Patrols</b>	17,580	34,445	<b>+95.9%</b>
<b>Service Requests</b>	5,347	7,153	<b>+33.8%</b>
<b>ASB Requests</b>	1,450	1,517	<b>+4.6%</b>

23. Patrol coverage grew much faster than demand, which is precisely what a preventive enforcement service like the LET aims to achieve.
24. In addition, and importantly, the increase in patrols carried out aligned with increased collaboration and approaches with Police colleagues. As we share intelligence and data, looking at shared priorities, together, can focus patrol strategies where evidence shows demand to make the biggest difference.

25. This targeted and intelligence lead approach contributed to reduced concerns being raised by residents month by month (after the summer peak), even though overall requests were still higher than last year.
26. In short, the team stayed ahead of demand, especially for ASB.
27. To conclude. In 2025, the Law Enforcement Team delivered more patrols, better coverage, and stronger ASB enforcement in the areas that matter most—busy Highways and District Centres, housing estates with ongoing ASB issues, and parks during peak use.
28. Patrol activity grew by 65.7%, while overall service requests rose by 33.8%
29. Despite higher overall requests, complaints reduced later in the year, showing the preventive impact of this approach.
30. To maintain these gains, the LET team will keep a strong presence across all areas continue with our targeted ASB operations to minimise risk of our residents experiencing any increase in this matter.
31. The 2025 approach of high visibility in public spaces, focused ASB enforcement, and responsive housing patrols has delivered a clear improvement.
32. **Appendix 1** provides further statistical information on service performance at the time of this report.

#### **Updates on action assigned in the June**

33. None.

#### **Broader LET service headline updates.**

34. The LET is actively enforcing issues across the borough, with particular emphasis on issues at housing sites and parks where ASB, nuisance and crime have been reported.
35. Over the period of this report, nineteen joint operations have been conducted in various wards throughout the borough. Local ward councillors are always invited to these meetings and encouraged to join the team to see the vast array of work taking place across the borough firsthand and to meet and discuss local issues with the dedicated LET ward officers.
36. Our work with the homeless and street-sleeping communities, with our partner agencies, is ongoing. In December, due to the exceptionally cold weather the LET team was tasked with meeting with the outreach staff at the Mayor's homeless charity and visited various areas across the borough to locate and help street sleepers.
37. The LET worked with Outreach staff to support Turning Point Recovery and Peer Mentoring team who carried out regular street outreach work focusing on reducing public substance misuse and supporting vulnerable individuals. LET

staff and Outreach workers conducted near-daily walks through local hotspots. Conversations with identified individuals covered access to supported accommodation, prescribing options, post-prison support, and housing or homelessness advice.

38. A multi-agency action day was held on Shepherd's Bush Green. This event involved Turning Point, Thames Reach, and West London NHS, resulting in 10 people being engaged.
39. The work was coordinated through weekly partnership meetings involving Public Health, Community Safety, Law Enforcement, ASB teams, and Turning Point.
40. Key developments include:
  - Creation of Turning Point promotional cards for LET and Community Safety teams to carry and distribute.
  - Scheduling of out-of-hours outreach service
  - Launch of a Supported Accommodation Nursing Clinic
  - Continued joint outreach with Thames Reach, guided by Street Population Action Plans.
  - A two-week intensive outreach programme followed by weekly joint walks focusing on harm reduction and signposting.
41. The LET continues to conduct fortnightly multi-agency operations in various wards across the borough. Invitations are being shared with Tenant and Resident Association leads and ward councillors to ensure they are aware of the work taking place. The LET have also been attending all Housing led resident meetings to provide onsite support to residents on issues relating to ASB and nuisance.
42. LET officers oversaw the transformation of the Palestinian mission into the Palestinian embassy. LET and Police provided support during the official recognition ceremony and have since worked with CCTV to support the embassy staff.

### **Compliments**

43. Over this period, LET has achieved several positive outcomes. The following stories highlight some of these successes:

*"Dear Sirs,*

*I wanted to draw your attention to the fact that Graham Hollidge (Environmental Enforcement Officer) was very helpful and understanding recently when I drew his attention to the fact that a rough sleeper had been sleeping in Vicarage Gardens and also to the fact that a package had been left by the steps between Vicarage Gardens and Putney Bridge Approach just before the Remembrance Sunday. One can never be too careful these days.*

*Thank you and please pass on my comments to Mr Hollidge*

*Good morning I would like to write feedback for Officer Clifford who is incredibly polite and always present in the community. He stays vigilant, looks after the area with great dedication, and is always ready to help whenever needed. His commitment to keeping our neighborhood safe and welcoming truly stands out. We appreciate all that he does! Thank you, Clifford,*

*"Hi, I am writing to you to inform you that today one of your officers saved my dogs life. He stopped him from being run over by multiple cars, and I couldn't be more grateful. I have not stopped crying since. Just wanted to thank your amazing officer again for his work; to say he saved the day would be the understatement of the year. Thank you for all that you do,"*

*"Just to say a big thank you to Farrukh and Graham for quick response to my call yesterday at Fulham Cemetery to deal with the irresponsible dog owner. You are doing fantastic job!"*

*"Good morning, all, please kindly find this message to update you and to sincerely thank the LETS Team."*

*"The 2 LETS Officers kindly took us upstairs the building to the 3<sup>rd</sup> floor to where this male rough sleeper was sleeping with his belongings. The 2 officers spoke with him, and the agreed outcome was that he met the criteria for hospital admission. He was duly informed of this and escorted downstairs to the Ambulance where he then abruptly dropped his belongings on the ground and sprinted off suddenly and very quickly. However, he was apprehended and escorted into the Ambulance and driven over to H&F Mental Health Unit.*

*He is now detained on Section 2 of the legal framework of The Mental Health Act awaiting a full psychiatric assessment and a medical treatment plan. Once again, my sincere thanks to the 2 LETS Officers who attended. Kind regards"*

### **Other highlights**

44. Sword Found. As part of our approach and continued focus relating to weapon sweeps, in December a LET officer discovered a large sword hidden behind a flower display container. The sword was made safe by the LET Officer, secured, and handed over to the Police for forensic search and disposal.



## **Quick Action Leads to Arrest**

45. During a late-night patrol in December, the Night LET team worked closely with partner services to respond to a serious incident on LET Officers observed an assault of a female and reckless driving. Thanks to swift communication and coordination with the police and CCTV team, the suspect was tracked, located, and arrested by police within minutes. All evidence was shared with the Metropolitan Police to support their investigation.

## **Supporting Vulnerable Resident**

46. In the early hours of June, during routine patrols in the north of the borough, LET Night officers assisted a female resident who reported being harassed and followed. The LET officers escorted her to ensure the individual reached home safely and logged intelligence for follow-up. Increased patrols were then scheduled in the area to deter similar incidents.

## **Hate Crime Report and Ongoing Safety Concerns**

47. A resident reported a distressing assault involving verbal abuse and a substance being thrown. The matter was referred to the Metropolitan Police as a hate crime. The LET officers provided immediate support and an escort home. Concerns about safety in the area were noted, and patrol coverage was reviewed to provide reassurance and prevent further incidents.

## **Life-Saving intervention by LET Officers**

48. During a late-night patrol, two LET officers found a man collapsed on the pavement and partly in the road. He was incoherent and later became unconscious. The officers quickly called the ambulance service, moved him to safety, and administered **Naloxone**, a medication that reverses opioid overdoses. This helped stabilise him until paramedics arrived and took him to hospital. Paramedics confirmed the man had likely overdosed on opioids or GHB and had been admitted previously for a similar incident.
49. Thanks to quick thinking, specialist training, and partnership work with Public Health, the officers were able to act immediately and may have saved a life. This shows the vital role LET plays in emergency response and harm reduction.

## **Quick Response to Violent Incident**

50. During an early morning patrol, LET officers witnessed two individuals fighting on the pavement. Both were injured, and a member of the public reported that a weapon had been used. LET officers immediately intervened to separate the individuals and prevent further harm.
51. Police arrived shortly after and arrested both individuals, who were found carrying drugs and illegal items. A weapon was also secured by the LET officers and handed over to the police.

## **Supporting a Vulnerable Individual**

52. While closing a park, LET officers discovered a young person who had taken an overdose of medication and was in distress. LET officers acted quickly, contacted the ambulance service, and provided reassurance until help arrived. The individual initially refused hospital care but agreed to go after friends arrived to support her. Thanks to the LET officers' calm approach and persistence, the person received the medical attention needed.
53. This incident shows the importance of LET officers in safeguarding vulnerable people and working with emergency services to prevent harm.

### **Positive Feedback for LET Intelligence Work**

54. A local police sergeant praised the LET for their support in resolving a long-standing ASB issue at a property. This feedback shows how vital LET intelligence is in tackling persistent ASB and supporting multi-agency solutions that improve community safety.

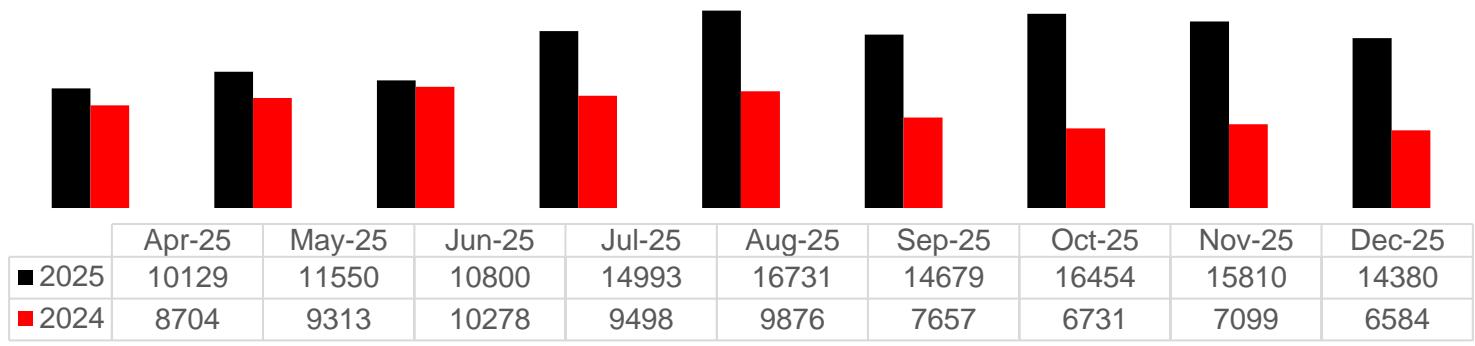
*"Please accept this excellent feedback regarding the intelligence provided by LET officer Babatunde in relation to one of the problematic properties in Ashcroft Square. Thanks to the intel shared by Babatunde, we were able to collaborate effectively with other partners, including the local authority, and implement safeguarding measures to address the issues identified"*

### **List of Appendices**

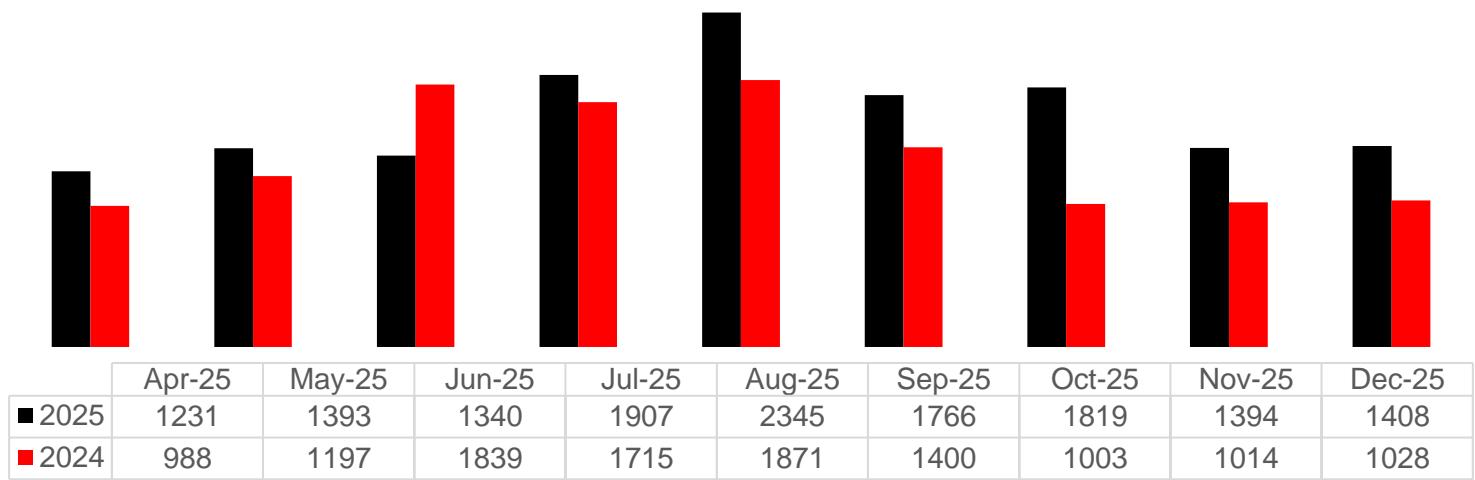
Appendix 1 - LET Performance Data

## Appendix 1 – LET Performance Data

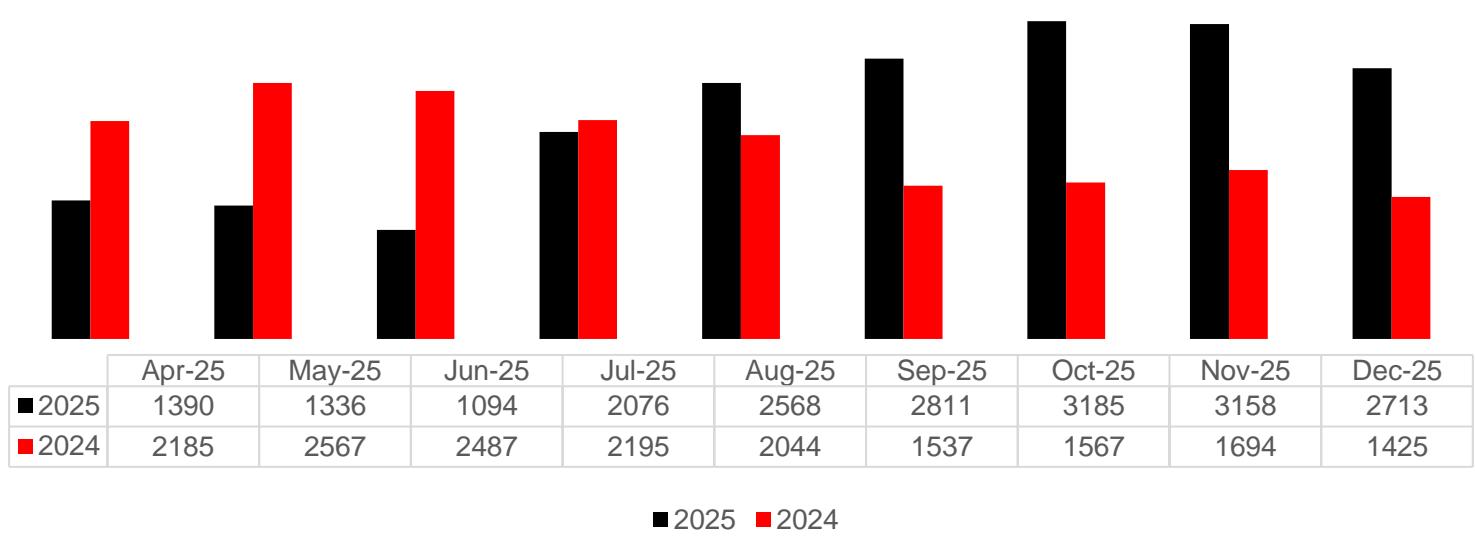
All Patrols



Park Patrols

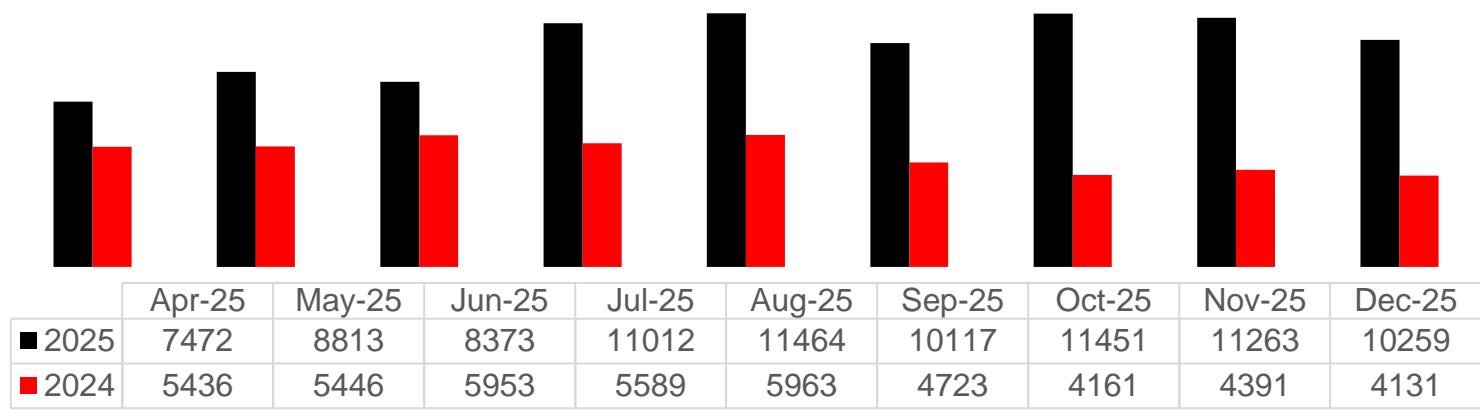


Housing Patrols

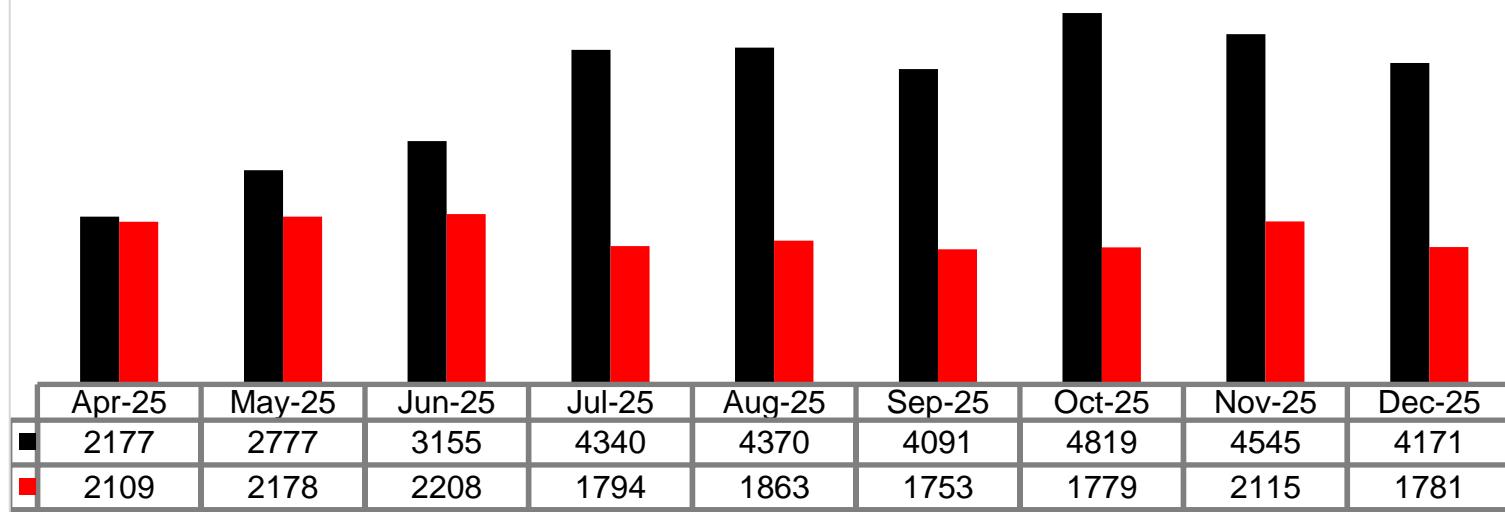


## Appendix 1 – LET Performance Data

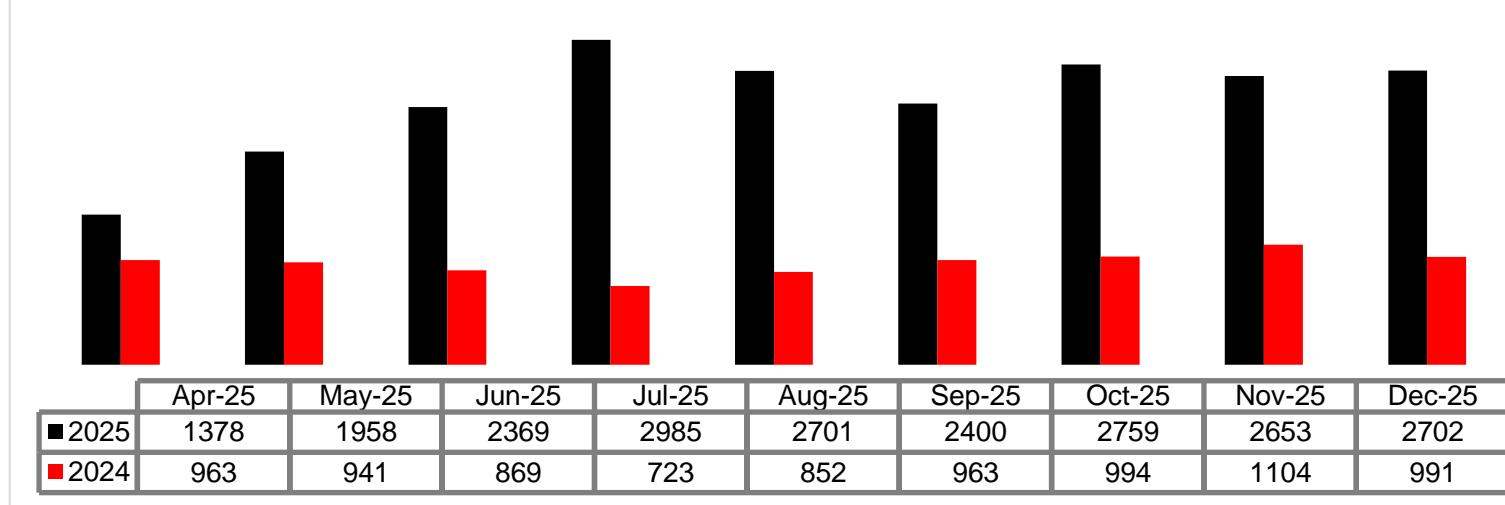
### Highways and District Centre Patrols



### ASB Targeted patrols

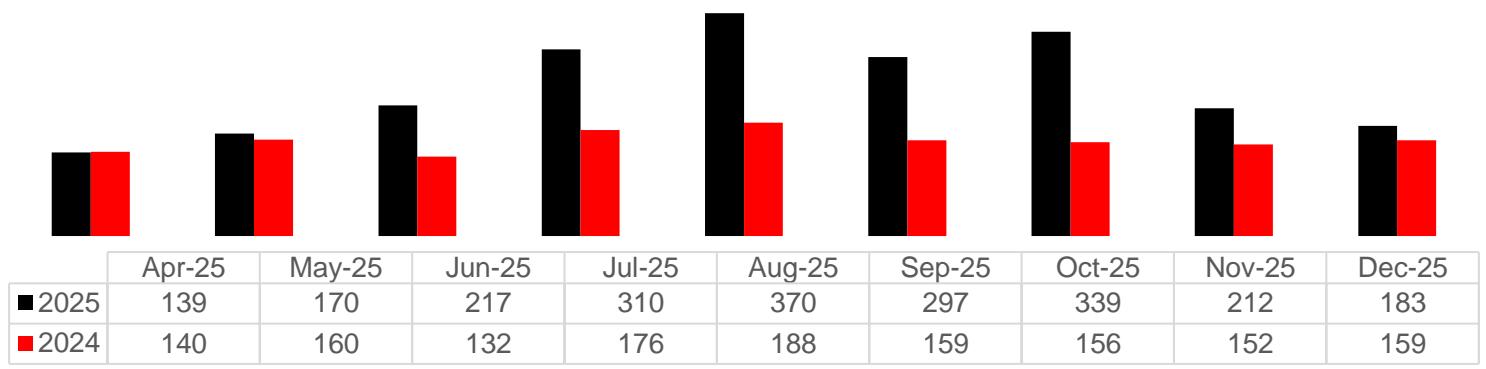


### ASB Targeted Patrols on Highways and District Centres

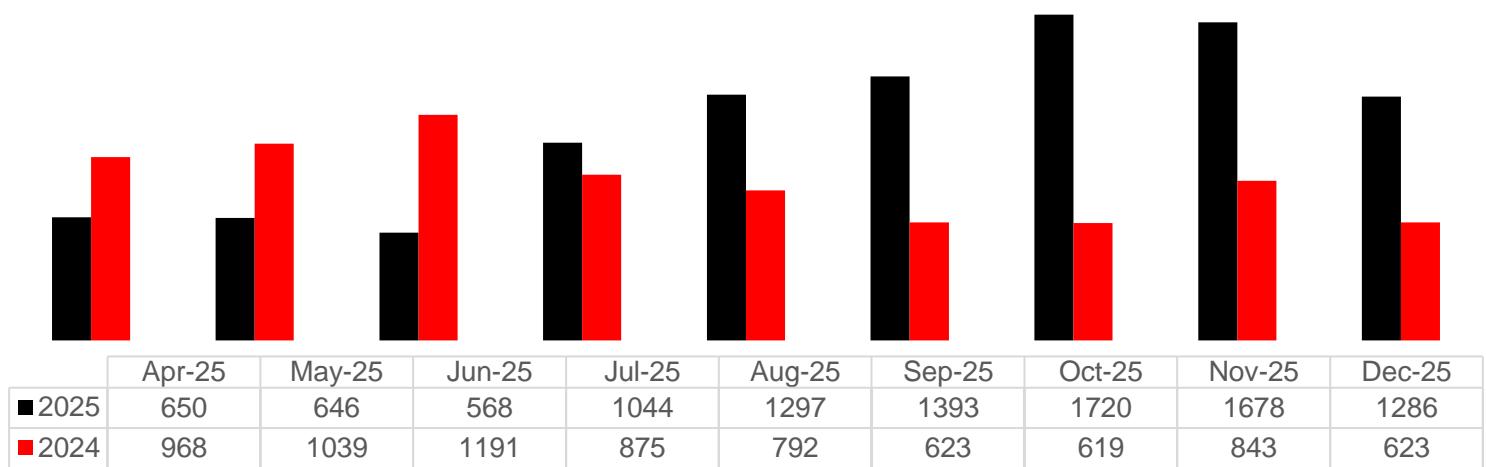


## Appendix 1 – LET Performance Data

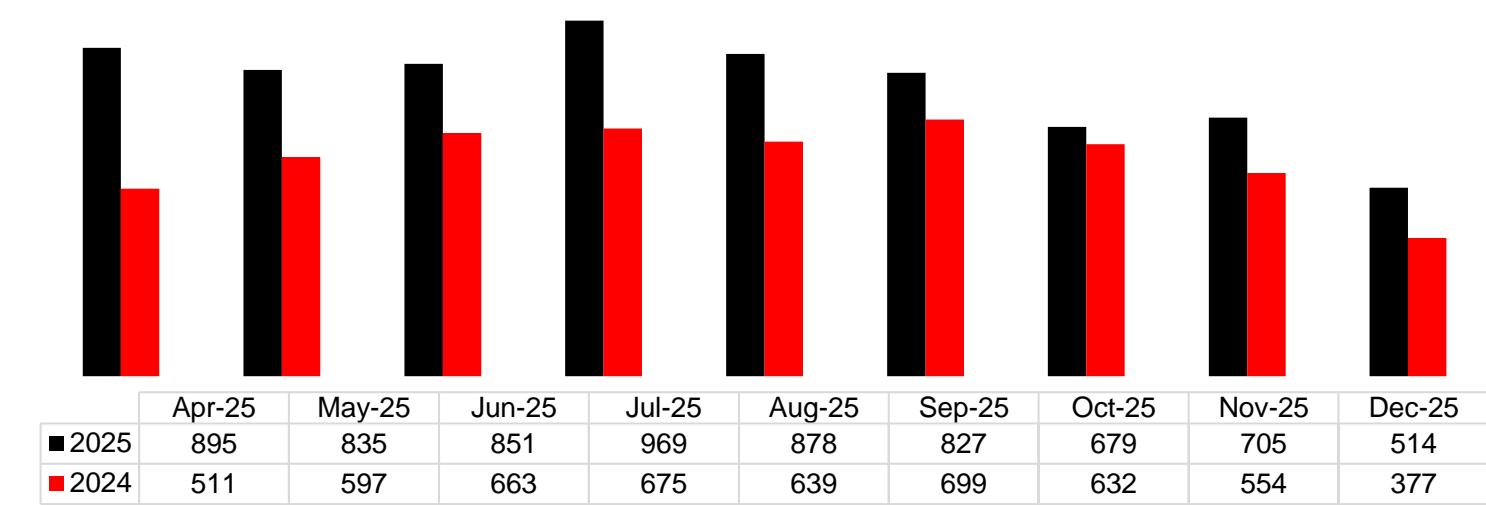
ASB Park patrols



ASB Housing Patrols

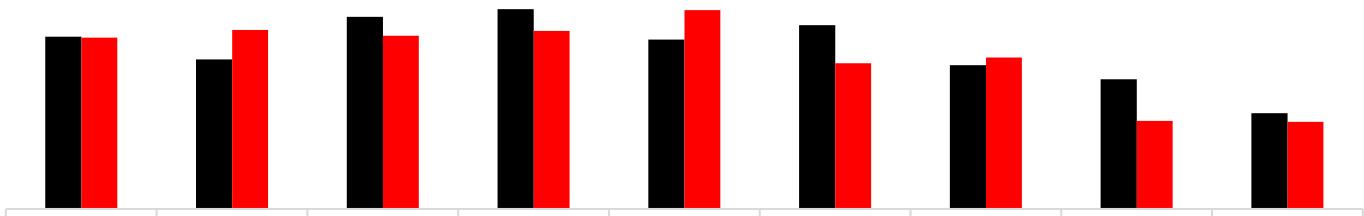


Service Requests

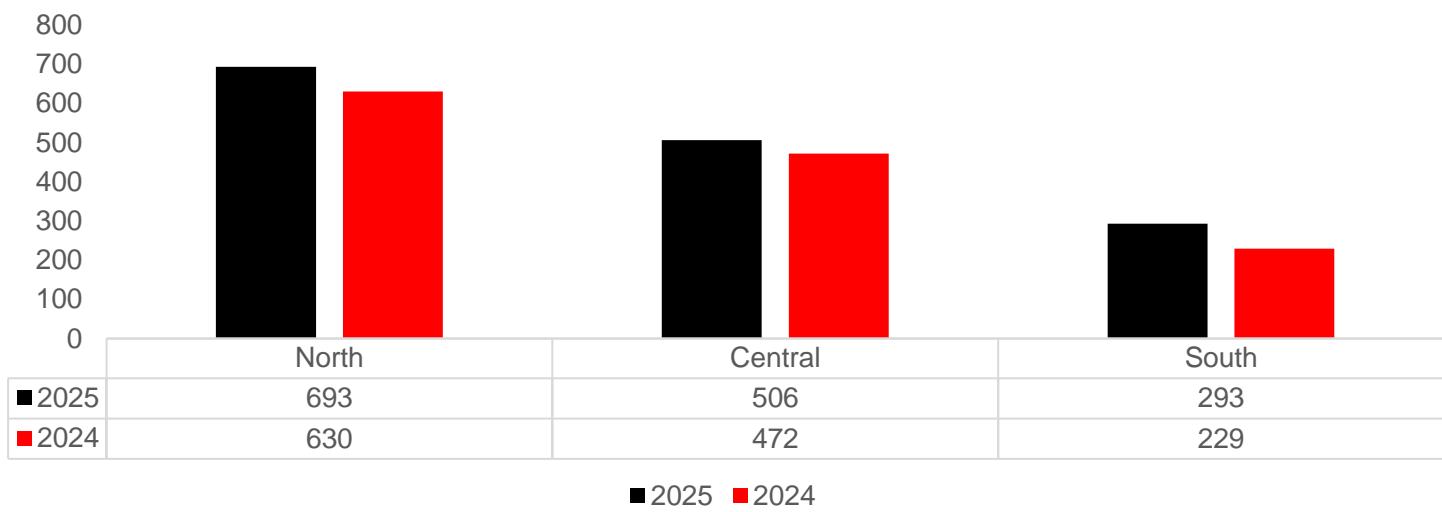


## Appendix 1 – LET Performance Data

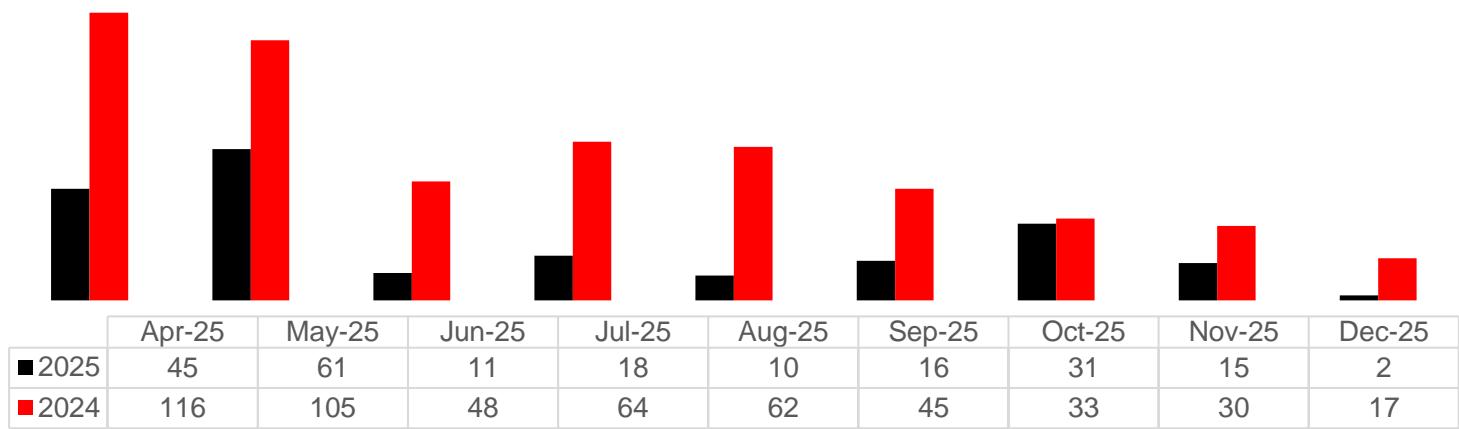
### ASB Service Requests



### ASB Service Request by location

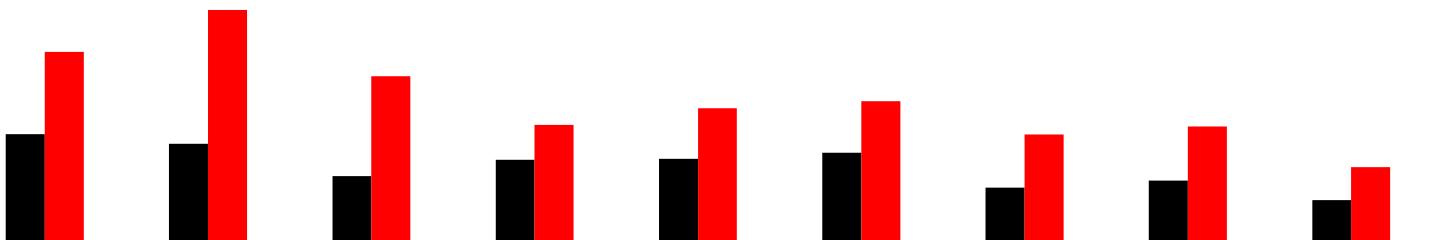


### ASB Drinking and Alcohol interventions

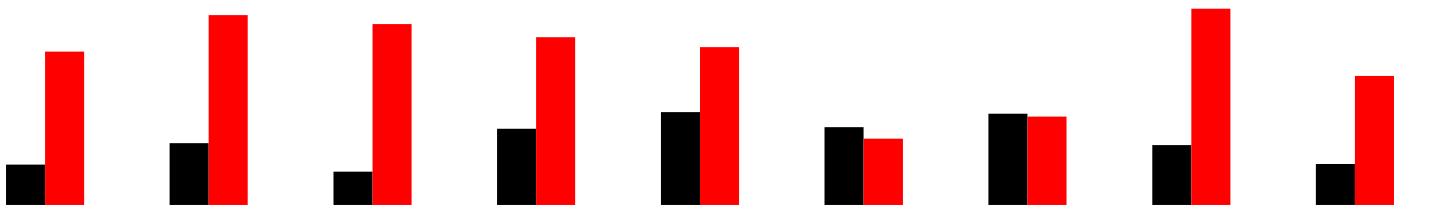


## Appendix 1 – LET Performance Data

### ASB Drug Interventions



### Weapons Sweeps



### Fixed Penalty Notice

