

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: CSE Policy and Accountability Committee

Date: 08/07/2022

Subject: Annual Performance Report for the Law Enforcement Team

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SUMMARY

This report provides PAC Members with the opportunity to scrutinise the work and performance of the Councils new Law Enforcement Team (LET) reviewing its work and progress since its establishment in April 2021.

There are no decisions required from this report.

RECOMMENDATION

For the PAC to note and comment on the report and its contents.

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 24/7
Doing things with residents, not to them	Residents are concerned around environmental crime, ASB. How residents feel, and how they perceive safety, are key attributes that the LET work towards addressing. The service also works to reduce residents fear of crime
Being ruthlessly financially efficient	We have brought together several services to create on larger singular service with a wider parameter of powers
Taking pride in H&F	The LET works to improve the environment

	of the borough creating a cleaner, greener borough
Rising to the challenge of the climate 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 as we seek to minimise our environmental footprint

Background Papers Used in Preparing This Report

None

1. Background

2. In December 2020, Cabinet approved the formation of the Law Enforcement Team (LET), and the service was introduced in April 2021. The LET sits within the Community Safety Unit within Safer Neighbourhoods and Regulatory Services. The service was formed following the amalgamation of several council services - Parks Police, Housing Wardens, Highways Enforcement and Street scene enforcement – creating one singular enforcement provision. Previously, these teams all worked independently and managed specific services which were hard to understand, navigate and access by the residents of Hammersmith and Fulham. Due to the cross-over in service provision remits, this operating model led to duplication of works and resulted in the provision of a disjointed and inefficient service.
3. Since April 2021, the consolidated functions of all these teams now come under the LET umbrella. In addition, LET officers are authorised to enforce a range of legislation and are accredited under the Community Safety Accreditation Scheme (CSAS). As such, the LET team now delivers a consistent service across the whole borough, providing a more responsive and effective service 24/7.

4. Operational readiness

5. From December 2020 through to April 2021, there was a large-scale recruitment drive to fill all 72 positions. All staff have undertaken extensive training, including Community Safety accreditation, conflict management, safeguarding, health and safety, introductions to VAWG and GDPR to name a few.
6. The LET service was officially launched in October 2021, with the team website launched on the same day. Contact is encouraged via the 21 dedicated ward email accounts, which have been shared with all ward Councillors and added to all correspondence. Service requests to these ward-based email accounts are acknowledged, logged, investigated, resolved, and responded to by the LET officers assigned to that ward. The LET also has a service-wide email account for all general enquiries - LET.HF@lbhf.gov.uk - which is monitored 24/7.

7. The LET contact number is also available and allows residents to log service requests via the Council's contact centre (020 8753 1100, option 3).
8. As a service we are committed to being present and visible - LET officers spend 80% of their shift patrolling highways, open spaces, parks, and housing land. The LET officers are the Eyes and Ears of the Council, wearing a uniform consisting of a shirt, smart trousers, boots, H&F branded body armour and jacket, tie/cravat as well as a hat. The uniform was designed to allow for the greatest visibility ensuring that officers were easily identifiable whilst on patrol. Their uniform is further enhanced by a fully branded electric fleet of vehicles – these vehicles include a CCTV van.
9. Staff are divided geographically into three clusters - North, Central, and South Teams.
 - a. North teams are based in the heart of the White City Estate and a short distance to Shepherds Bush Green.
 - b. The Central team and night teams are located close to Hammersmith Broadway and with our CCTV service.
 - c. The South Team office is near Fulham Broadway, North End Road, Clem Atlee, and West Kensington Estate.
10. Logistically, these three locations allow the team to provide a highly responsive service and enable the team to attend to emergency issues throughout the borough quickly. Our Night Teams patrol the entire borough and are responsive to all overnight issues.
11. Two dedicated LET officers are allocated to each of the 21 wards, enabling residents, businesses, TRAs, Resident associations and SNT staff to know who their ward officers are. The core function of the Team is to engage with residents in order to help residents build trust and confidence in the service and the wider council.
12. Residents can bring matters of concern direct to ward officers who will then liaise with partners, both internal and external, to reach a solution. Where matters are raised which sit outside of the LETs remit, these cases are signposted to the correct team and/or department at the earliest opportunity to ensure quick resolution.
13. This service delivery model enables LET ward officers to participate in community development work. This is achieved by attending ward panel meetings, proactively identifying issues whilst patrolling, meeting residents onsite for a walkabout to investigate the local problems, undertaking targeted operations or projects with a range of partners, and attending local community events. This approach is designed to help the residents build and foster relationships with their delegated LET ward officers. The ability to contact a named person who can meet the resident onsite upon request, in turn, enhances the resident's perception and satisfaction of the Council.

14. As a service we are constantly looking to evolve where there is evidenced need. This is best illustrated via improvements that were made to the service-wide rota in April 2022.
15. Recognising that the rota could be enhanced changes were made that have allowed the LET service to become more resilient. The revised rota provides better management cover - which is essential as this allows a constant point of escalation should the LET officers or CCTV need assistance with an issue or their work – and also provides full service wide presence twice a week.
16. The changes in the rota provided capacity to introduce service-wide 24-hour operations in different parts of the borough every two weeks. The new shifts also see the two dedicated ward officers work alternative shifts therefore increasing LET officer presence in their ward.

17. Service Achievements in year one

18. Within the first year the service has achieved much. Examples of our achievements will be explored further in PAC but as some examples the service has:
19. Co-ordinated removal of protesters from Shepherd's Bush Green – summer 2021 saw a large group protesting and camping on Shepherds Bush Green. The LET worked with colleagues from within the council and outside during the process to remove this illegal encampment with work delivered including community engagement and support, intelligence capture, reassurance patrols and in working with the Police and the evictions team to ensure that the site remained safe for all.
20. Co-ordinated successful removal of unauthorised traveller encampments – Ravenscourt Park, Townmead Road and Wormwood Scrubs. The LET team have provided engagement, welfare assessments and support to all involved in addressing unauthorised encampments within the borough. Providing 24hr presence and co-ordinating information and solutions with a range of partners the LET have ensured that the councils unauthorised encampment processes are followed quickly and effectively
21. Undertaken a range of environmental enforcement approaches with the service tackling public urination and fly tipping via the issuing of Fixed Penalty Notices and working to remove significant numbers of disused and abandoned bikes from across the borough.
22. The team have prevented and disbanded unauthorised gatherings.
23. Committed to and delivering a minimum of two weapon sweeps per ward per week (more below)
24. Committed to and delivering (since October 2021) fortnightly all service operations with a commitment to have a minimum of one all service operation per ward per year
25. Featured on BBC London News for a whole day on 14 February with TV and online coverage of the service - [Council employs law enforcement team to tackle crime - BBC News](#)
26. In September 2021 we created and implemented a service specific mobile app to capture LET inspection data (whilst on patrol). The LET inspections app measures the

service time spent conducting activities. **Appendix 1** demonstrates the types of tasks being undertaken by the service in 2021/2022. **Appendix 2** shows the teams returns since this inspection data started being captured.

27. Working in Partnership to Tackle Crime and Anti-Social Behaviour (ASB)

28. We believe that residents have the right to live peacefully in the borough, without the fear of anti-social behaviour (ASB). We recognise that tackling ASB is a high priority, and the LET is committed to acting against those who engage in behaviour which generates alarm or distress. LET officers tackle ongoing ASB by conducting high visibility patrols on all H&F housing sites, open spaces, parks, and highways to identify, deter ASB.
29. In the first year of operation the LET has provided over 3,532hrs of patrols in the boroughs estates addressing matters such as drug use, drug dealing, rough sleeping, congregation, noise and graffiti.
30. The LET officers work with the councils ASB team and the Police to share information, collate evidence and support in engagement, education and enforcement in regard a variety of ASB offences.
31. The LET teams patrols, and presence, 24/7, allows the teams to be present when residents experience ASB. The LET has run several 24hr, all service operations across several estates in the first year too further evidencing the importance of visibility and engagement with our communities.

32. Met Police partnership working

33. In our first year, the LET has worked proactively with all emergency services to get H&F's residents and visitors the support they need when they need it. On several occasions, LET officers have been the first onsite during an emergency. It is now established practice for the LET to contact the Police via the CCTV control room and offer assistance. LET officers have been encouraged to contact and work with local Police Safer Neighbourhood Teams within their wards to enhance this collaborative work further. The Police are invited to all LET operations, and the LET officers regularly attend ward panels and residents' meetings. This work has seen the LET and local police teams regularly conduct joint patrols and pool their resources together to work smarter and coordinate their patrol times to provide a better spread of high visibility coverage.
34. The LET team have built positive links with the police, for example Fulham Broadway Police promoted the good relationship on twitter (**see appendix 3**) and we continue to develop and improve the ways in which we jointly work and promote shared experiences and outcomes.
35. The LET also maintains a priority patrols list which is shared with the Police monthly, and the Night LET team supplements patrols in these areas overnight. The Police patrol data is shared with the LET, and these areas are added to the priority patrols list, which all ward officers monitor. The Police also attend the monthly H&F Tasking

and Enforcement Group Meeting, which enables the team to share intel, discuss emerging trends and discuss ongoing work at ASB hot spots throughout the borough. This collaborative approach enables the Council to assist the Police in detecting, preventing, and reducing local crime more quickly and effectively.

36. CCTV

37. LET are in constant contact with the CCTV operatives who monitor over 2000 cameras. LET officers are contacted by the CCTV as soon as they identify issues which need LET intervention. An example of this is the work undertaken to address the problems with large gatherings, Unlicensed Music Events, illegal encampments, ASB, accidents and incidents which need the LET to create a cordon or marshal pedestrians.

38. Every LET officer has a body camera as part of their uniform which is used to capture enforcement interactions. These body cameras can also be live streamed to our CCTV control room, for officers safety, at times of most need.

39. Every LET enforcement interaction is saved and the footage retained for the appropriate period of time in line with our operational procedures

40. Community Safety and our approach to Violence Against Women and Girls (VAWG)

41. A future PAC meeting will hear about the Community Safety teams work on VAWG in greater detail but, with the LET, we have undertaken significant work to support colleagues and support women and girls to raise awareness of our work on VAWG and our approach and commitment to tackling VAWG,

42. The LET undertook an eight-night operation (between 11-19 March 2022) to engage and survey women and girls as to where they felt safe, and unsafe, in the borough with some 2000+ interactions completed. These interactions have allowed the council to understand where women feel less safe and will now allow us to develop an action plan to address these concerns. A further update on this will be provided at a future PAC.

43. The LET identified and trained a team of “Women’s Safety Champions” whose work is to promote women’s safety, lead on work where the LET can provide visible reassurance and to ensure LET officers are aware of a range of interventions available for victims.

44. All of our staff are trained in relation to VAWG as part of their induction processes

45. Weapons Sweeps

46. The LET is committed to undertaking a minimum two weapons sweeps, per ward, per week, as we seek to retrieve weapons from our streets and estates.

47. Weapon sweeps are undertaken across the borough both proactively and via targeted searches of areas such as parks or housing grounds, during which our

officers search for any items that could be used to cause harm. Officers have found, and removed, items such as knives and guns as well as “makeshift” weapons such as screwdrivers and metal poles.

48. LET officers undertake their searches in bushes, vegetation, or playground play equipment, using safety equipment to safely remove any weapons they come across. The items are secured and taken to the nearest police station to be logged, checked, and destroyed.

49. To date, the LET team undertaken 3246 weapon sweeps and this number increases weekly.

50. Housing

51. LET staff patrol housing land and estates every day. There has been an increased emphasis on providing onsite support to residents and housing staff to increase their awareness of the LET service and the increase of reassurance patrols. All staff undertake checks within blocks, communal areas, and open spaces. Officers regularly conduct floor-by-floor patrols and report damage to the Housing Repairs team. LET officers also patrol sheltered accommodation and stay in contact with site staff both during the day and overnight. In addition, they conduct weapons searches whilst on site and remove anyone who has gained unauthorised access.

52. Parks patrols and presence

53. LET staff patrol all parks within the borough at least twice a day and will be further increasing their visibility in parks over the summer. LET officers work with the parks team to ensure the safe management of open spaces and lock H&F’s parks every evening. They also enforce the bylaws and disperse groups causing nuisance or ASB within parks and open spaces.

54. All service, and partnership lead, LET operations

55. The Law Enforcement team conduct a service-wide, ward-based, 24-hour operation every two weeks and have undertaken 11 so far. The operations are conducted in collaboration with a range of partners to crack down on crime and anti-social behaviour in the target area.

56. Smaller targeted operations are more routine and frequently undertaken by area teams to address localised issues such as drug use, nuisance or ASB.

57. Waste and Fly tipping enforcement – working to create a cleaner borough

58. The Law Enforcement Team works closely with our waste management colleagues to monitor responsible waste disposal, both commercial and domestic.

59. There is regular sharing of data between the LET and Waste Management to identify areas where there has been an increase in fly tipping. Where there are issues, LET officers undertake projects or educational exercises to drive down illegal dumping.

Ward officers are also supplied with details of locations which they monitor whilst on shift.

60. To date, the LET work in this area has already positively impacted both North End Road and Talgarth Road. The LET team also use notices to enforce compliance, and, to date, the team has issued over 70 Community Protection warnings to occupants and landlords to clear up waste and litter build-up on their land. Since April, the LET team have investigated over 900 fly tipping reports.

61. **List of Appendices**

- a. A to Z of LET services (**Appendix 1**)
- b. LET Performance data (**Appendix 2**)
- c. Years statistics of LET achievements and broader taskings (**Appendix 3**)