

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

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

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 is 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 3rd 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