



Local Safeguarding  
Children Partnership

Hammersmith & Fulham

# ANNUAL REPORT

APRIL 2024 - MARCH 2025



✉ [LSCP@lbhf.gov.uk](mailto:LSCP@lbhf.gov.uk)

🌐 [hflscp.co.uk](http://hflscp.co.uk)

# Contents

---

## **Section 1 - Foreword**

Pages 3-6

- Introduction from Designated Safeguarding Partners
- Message from LSCP Independent Scrutineer

## **Section 2 - H&F at a glance**

Page 7

- About our children & local data

## **Section 3 - About H&F LSCP**

Pages 8-9

- LSCP Structure
- Our Partners

## **Section 4 - Highlights & Impact**

Pages 10-41

- LSCP Priorities Areas
- Rapid Reviews
- LSCP Subgroups
- LSCP Multi-Agency Training
- Partner Highlights & Impact
- Child Death Review Team
- Education Strategy & EBSA

## **Section 5 - What's next for H&F LSCP**

Pages 42-43

- The LSCP Priorities for 2025-2028

## **Appendix 1 - H&F LSCP Finance**

Page 44



Local Safeguarding  
Children Partnership

Hammersmith & Fulham



# FOREWORD

This annual report reflects the achievements, challenges, and strategic priorities that have shaped the past year, highlighting partner agencies' commitment and challenge, that has kept children and local communities at the heart of our work.

To achieve the best possible outcomes, a key focus remains on the lived experiences of children and young people of Hammersmith and Fulham. The emphasis continues to be how, as a Partnership, we can work together to help keep our children and young people safe in their local communities, securing their physical and emotional wellbeing and ensuring they have access to the highest-quality, evidence-based support.

## Our New Priorities!

Excitingly, this year we have been working with our partners to agree and finalise our new priorities that we will be delivering on in 2025 – 2028; we will report on these in next year's Annual Report. You can read all about this under 'next steps'.

*thankyou*

We want to thank all the partners that are working across the Partnership in a variety of roles, to support children, young people, and families every day. We are immensely grateful for all that you, our partners, do across the borough on a daily basis to keep our children and young people safe.

# INTRODUCTION FROM THE DESIGNATED SAFEGUARDING PARTNERS

---

We are pleased to present the 2024-2025 annual report, which showcases the insightful, dynamic, and engaging work of the Partnership.

The past year has been one of consolidation and progress for the Hammersmith & Fulham Safeguarding Children Partnership. The LSCP has refreshed its arrangements and delivered on its priorities, keeping the voices and experiences of children and young people at the centre of its work. This year's achievements have been significant. Ofsted rated Children's Services Outstanding in May 2024, reflecting strong early help, systemic social work practice, and a commitment to care-experienced young people. The Youth Justice Service has also been rated as Outstanding.

Twice-yearly 'Practice Weeks' are now embedded as a key quality assurance tool, and audits show that cultural humility and diversity are shaping frontline work. Young people themselves have played an active role, from creating safeguarding podcasts and PSHE content to co-producing resources for peers

The local picture shows both strengths and challenges. School attendance is above national averages, and persistent absence is lower, but demand linked to domestic abuse, child sexual abuse, and mental health continues to rise. Safeguarding adolescents, particularly those with disabilities, remains a complex area of focus. Referral levels remain consistent, with police, education, and health partners referring in most frequently.

Leadership has been strengthened through the addition of education as a fourth safeguarding partner and we are delighted to welcome Peter Haylock, Director of Education and SEND. The appointment of a new Independent Scrutineer brings robust external challenge and assurance, and his expertise and insight are already making a valuable contribution. Following the departure of our LSCP Chair, Detective Superintendent Lucy O'Connor took on the role as Chair and has led the Partnership with exceptional skill and commitment. Her leadership has fostered strong collaboration across the partnership and driven meaningful progress. These changes underline the Partnership's commitment to strong, collaborative leadership.

As a partnership, we have remained responsive to emerging learning and policy changes. We've updated our LSCP Arrangements in line the Working Together to Safeguard Children 2023 guidance and established new priorities which are aligned with the National Framework for Children's Social Care and Social Care Reforms.

We have worked together to advance the objectives outlined in our arrangements document and meet the requirements of the Social Care Reforms . This progress would not be possible without the rich diversity and dedication of our partner agencies. We are deeply grateful for the time, energy, and commitment they bring to the LSCP in their unique ways. Thanks to the continued investment and engagement across the Partnership, we have made excellent strides in our priorities. We have reviewed and improved our systems, processes, and practices, enhancing the support provided by frontline staff to protect children and young people.

## Looking ahead, the LSCP has set three priorities for 2025–2028:

- **Staying Safe** – safeguarding adolescents, building on response to child sexual abuse, strengthening the protective role of Education
- **Early Identification & Prevention** – embedding proactive practice, family-led approaches, and supporting school attendance.
- **Think Family** – continue to embed innovative approaches to domestic abuse, strengthening the transitional safeguarding offer, and promoting whole-family working.

These priorities will be underpinned by a cross-cutting focus on anti-racist practice and ensuring that children’s voices shape every aspect of safeguarding. Future plans include the launch of a People’s Family Panel to support vulnerable young people who fall below statutory thresholds, enhanced training on domestic abuse and child sexual abuse, and new approaches to supervision in the voluntary youth sector.

In short, 2024–2025 has been a year of strong performance and renewed ambition. The LSCP enters the next phase with a clear strategy, strong partnerships, and an unwavering commitment to ensuring that every child in Hammersmith & Fulham grows up safe, supported, and able to thrive.



**Jacqui McShannon**  
Executive Director of  
People’s Services and  
DCS for Children’s  
Services.  
H&F Council

**Lucy O’Connor**  
Detective Superintendent  
Head of Public  
Protection  
Central West BCU  
Metropolitan Police

**Jennifer Roye**  
Chief Nursing Officer  
NHS North West  
London  
NWL Integrated Care  
System

**Peter Haylock**  
Operational Director of  
Education and SEND  
H&F Council

# MESSAGE FROM THE H&F LSCP INDEPENDENT SCRUTINEER

---

Having started in my role as the Independent Scrutineer for the H&F LSCP in December 2024, my observations as to the effectiveness of the Partnership in the 2024/25 reporting year are focussed on a relatively short period. The Partnership had planned and was about to implement revised arrangements as required under Working Together 2023, and my first task was to assess the effectiveness of those amended structures and processes.

The Delegated Safeguarding Partners had already formed a strong working relationship with clear agreement as to chairing arrangements. It was immediately apparent that the Executive Group, with senior representation from the MPS, the Integrated Care Board, the Local Authority and with the additional benefit of the Director for Education, provided a cohesive and child-focussed leadership group. There was a clear commitment to multi-agency engagement working, with a strong sense of their purpose being to advocate for the children and young people of the borough.

There were also coherent structures in place to engage with a wider cross-section of partner agencies and organisations with regular meetings already in place or scheduled. The LSCP has established sub-groups to allow multi-agency involvement in Learning and Development, Quality, Performance and Challenge, and a well-functioning Case Review Group.

During one Rapid Review (conducted early in the 2025/26 performance year) I was witness to some of the best practice I have seen in over ten-years of working with numerous LSCPs. The inclusion of a pen picture of the child concerned, produced by colleagues who knew them, allowed those of us present to understand the child, hear their 'voice' and gain an insight of their lived experience in a way that I have since sought to use elsewhere.

The Business Unit is an essential component of an effective LSCP, and the team in H&F, although small, provide excellent support. They are an asset to the Partnership.

There are, as always, challenges to be negotiated. The restructuring of the ICBs has led to uncertainty, the promised update to Working Together has yet to materialise and funding remains an issue across London. Locally, work continues to develop a viable performance scorecard and more widely, to deliver against a set of priorities agreed with the needs of the borough's children and young people at its heart. The programme of scrutiny for 2025/26 and beyond, will continue to evolve and I am optimistic that further opportunities for the H&F LSCP to develop will be met with the evident commitment and professionalism I have experienced to date.

*Derek Benson*  
*Independent Scrutineer*



# Section 2 - H&F at a glance

There are **183,157** residents in H&F, with **31,955** of them children.

Children under 18 make up **16.9%** of H&F's population.

There were **1,666 referrals** made to the Initial Contact and Assessment Team (ICAT). **25.5%** of referrals were received from the Police, **21.9%** received from Education provisions, and **20.2%** were received from Health services.

**1,318 Child and Family Assessments** were completed

**108** children were subject to a **Child Protection Plan** and **197** were **children looked after (CLA)**

**100%** of schools in H&F are rated 'Good' or 'Outstanding'

**21%** of pupils received free school meals

The **attendance rate** for the 2024-25 academic year is **93.3%**, which is above the national average.

The **persistent absence rate** is below the national average at **17.3%**

Key Stage 2 results - Overall, 76% of pupils achieved Reading, Writing and Maths at the expected level compared to 62% nationally. **This is currently the highest outcomes at KS2 in the country.** 20% achieved the higher grades (greater depth) across Reading, Writing and Maths.

**SEND Support pupils** - 61.2% achieved an expected level in Reading Writing and Maths in comparison to 33.7% nationally.

**Pupils with an EHC plan** - 26.9% achieved Reading, Writing and Maths at the expected level compared to 12.3% nationally. 15.4% of pupils with an EHC plan achieved a higher grade (greater depth) in Reading, Writing and Maths compared to 1.2% nationally.

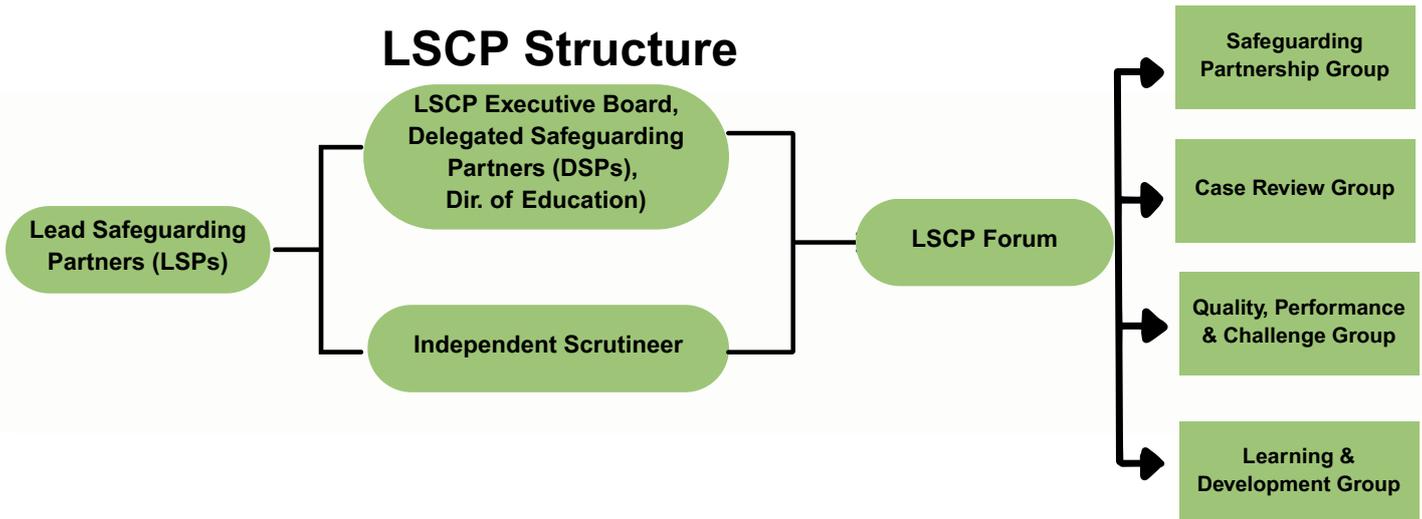
Children **eligible for Pupil Premium** achieved 62.9% reading, Writing and Maths at the expected level compared to 47.3% nationally.

In 3 Primary schools: John Betts, The Good Shepherd and the London Oratory - **100% of pupils** achieved the expected level in Reading, Writing and Maths at the end of Key Stage 2.



# Section 3 - About H&F LSCP

## LSCP Structure



### The Executive Board

The Executive Board has statutory responsibilities for setting the priorities for the LSCP, negotiating the budget and resources. Its primary role is to safeguard and promote the welfare of all children in H&F, particularly those at the greatest risk of neglect from the actions of other people. The statutory membership includes the Delegated Safeguarding Partners (DSPs) and the Operational Director of Education and SEND, as a non-statutory member.

#### LSCP Forum

The Forum co-ordinates and monitors the effectiveness of the multi-agency safeguarding arrangements through progressing and monitoring the delivery of the LSCP priorities set by the Executive Board.

#### LSCP Subgroups

These groups work on specific safeguarding areas and review data, conduct audits, implement recommendations, and develop strategies to improve child safety and welfare by enabling different agencies to work together effectively.

#### Safeguarding Children Partnership Group

The group is an operational partner collaboration that responds to safeguarding issues arising within frontline services and acts as a vehicle to influence the strategic direction and priorities of the LSCP.

## Strategic Priorities

The **voice of the child** to be weaved through all the priorities

#### Transitional Safeguarding

Increasing awareness and strengthening the response to mental health; with a focus on **children's mental health**

**Safeguarding Adolescents**, including children and young people with disabilities

Increasing awareness and strengthening the response to **domestic abuse**

# OUR PARTNERS

Our partners are a diverse network of organisations and agencies dedicated to safeguarding and promoting the welfare of children and young people in our borough. Through strong, collaborative relationships, we work together to respond effectively to local needs and challenges, ensuring that every child is supported, protected, and given the opportunity to thrive.

## Health

### North West London ICB & ICS

- Chief Nursing Officer
- Designated Nurse Safeguarding Children
- CDR Team Manager
- Named GP for Child Safeguarding

### Central London Community Healthcare Trust

- Associate Director of Safeguarding
- Named Nurse for Safeguarding

### West London NHS Trust

- Named Nurse for Safeguarding Children and Young People
- Safeguarding Children Advisor Practice Development Lead

### Chelsea & Westminster Hospital NHS Foundation

- Named Nurse for Children's Safeguarding

### Imperial College NHS Trust

- Safeguarding Children and Young People Team

## Education & Early Years Provisions

- Jack Tizard School
- Vanessa School/Randolph Beresford Nursery
- West London College
- St Paul's Girl School
- Larmenier & Sacred Heart Catholic Primary School
- Ormiston Bridge
- West London Free School
- Hammersmith Academy

## Criminal Justice

### Metropolitan Police

- Detective Superintendent, Head of Public Protection
- Detective Inspector, Child Abuse Investigation Team

### HM Prison & Probation Service

- Head of Service

## Voluntary Sector

### Young Hammersmith & Fulham Foundation

- Chief Executive Officer

### H&F Council

- Executive Director of People and Director for Children's Services
- Deputy Leader, Cabinet Member for Children and Education
- Assistant Director of Performance and Improvement
- Operation Director Children and Young People's Service
- Head of Safeguarding, Review and Quality Assurance
- Operational Director of Education and SEND
- Safer Organisations and Safeguarding in Education Manager
- Assistant Director Community Safety
- Director of Housing
- Director of Public Health
- Violence Against Women and Girls Lead
- Director of Commissioning and Transformation
- Quality Assurance Manager
- Principal Social Worker, Head of Quality and Performance &
- Strategic Safeguarding Lead for Adults
- Social Care Chief Solicitor
- Senior Solicitor Social Care
- Workforce Development Manager
- Safeguarding Adults Board Manager

### *Links to other Safeguarding Boards*

- *Children & Young People Forums*
- *Violence Against Women & Girls*
- *Community Safety Partnership*
- *Safeguarding Adults Board*
- *Health & Wellbeing Board*
- *Youth Crime Prevention Partnership*

# Priority 1: Children's Mental Health

## Highlights

The Youth Advisory Board (YAB) explored barriers to help-seeking, including emotional safety and fear of consequences. Feedback informed clearer communication around confidentiality, consent, and safeguarding processes

Young H&F arranged training for voluntary youth sector which included contextual safeguarding, thresholds guidance, and safer digital practices, which are closely linked to mental health support.

Youth Council Research engaged over 3,000 young people to identify priorities, with mental health and emotional wellbeing as a top concern.

CAMHS delivered Safeguarding supervision to 445 frontline mental health practitioners, including those in CAMHS and Perinatal services, a 20% increase from the previous year.

While not directly focused on mental health, the Met Police are refreshing ABE suites to create safer, more comfortable environments for children and vulnerable individuals during interviews.

The Met Police are also delivering Adulthood training to ensure children are treated appropriately and not perceived through an adult lens, which can impact emotional wellbeing and safeguarding responses.

At Ormiston Academy they addressed issues such as sexual harassment, vaping, CCE, and knife crime through age-appropriate PSHE lessons.

Staff at Ormiston hold regular safeguarding discussions and liaison with external professionals support emotional wellbeing of children. Multi-agency Forums have accelerated access to services for vulnerable pupils

MENTAL  
HEALTH  
IS THE  
PRIORITY



# Priority 1: Children's Mental Health



## Impact

- Young people co-produced and user-tested 'Best for You' website: a central hub for mental health information. This improved access to mental health information.
- The Youth Council are creating a video linking the Youth Hub to the LSCP 'Staying Safe' webpage.
- Youth Voice Informed strategies on screen time impact, school nursing, and drugs and alcohol. They produced a podcast series on healthy relationships and sexual health reached over 1,000 young people, and identified mental health as top priority.
- Strategic leads from across departments are working with Youth Council to embed mental health priorities into services and planning. This has helped to embed mental health into service design.
- Training compliance across safeguarding levels in West London NHS Trust reached 92–93%, supporting better mental health safeguarding. The emphasis is on reflective and child-centred practice, which supports improved mental health for children. This has strengthened practitioner confidence and safeguarding.
- At Ormiston Academy, 65% of students receiving interventions showed better engagement in learning, which often correlates with improved mental health.
- Ormiston Academy staff confidence levels in recognising and responding to concerns increased to 92%
- Young H&F were involved in co-production of guidance such as "What happens if I tell you?" to build trust and encourage help-seeking.

## Future Plans

- Supervision pilot for VCS practitioners to support reflective practice and emotional wellbeing.
- Development of a learning and evaluation framework to assess workforce capacity and supervision impact
- WL NHS will be expanding webinars on adolescent vulnerabilities, including mental health, and aim to embed Voice of the Child more deeply into supervision and policy.
- Ormiston Academy will be introducing a vulnerable student register including Young Carers and severely absent pupils. There are plans for an anonymous reporting tool to empower students to raise concerns safely. Enhanced CPD on exploitation awareness and managing disclosures, which supports mental health safeguarding.

## Priority 2: Increasing awareness and strengthening the response to domestic abuse

### Highlights

- The ICB delivered Level 3 Domestic Abuse training package which was developed for ICB clinicians and Primary Care. First session delivered in March 2025, with excellent feedback. Further sessions planned for May and July 2025.
- Data from the ICB demonstrated that organisational responses to serious violence, including domestic and sexual violence are strong. Providers reported on the roles of violence reduction leads, use of data to inform prevention and interventions to mitigate risk and reduce harm.
- Domestic abuse is embedded in safeguarding strategy and training. The ICB supports Community Safety Partnerships (CSPs) to address root causes of violence, including domestic abuse.
- Safe and Together training continues to be made available across Hammersmith and Fulham. It is an internationally recognised training programme, with an associated package of tools and resources, designed to help child protection professionals to improve their response to domestic abuse
- The strong focus on Multi-agency safeguarding work by Chelsea & Westminster Hospital involving housing and social care often intersects with domestic abuse cases - especially in contexts of unsafe or unsuitable living conditions.
- The LSCP delivered a dedicated Domestic Abuse & Coercive Control workshop, 41 people booked on, and 29 attended with positive engagement.
- Multi-Agency Risk Assessment Conference (MARAC) workshops also ran by the LSCP which supported responses to high-risk domestic abuse cases.



### Impact

- Workforce development and response to domestic abuse is being strengthened. An example of this is the Voluntary Domestic Violence sector which had 91 attendees across workshops, showing strong engagement from specialist services.
- A case study from a Social Worker working in a front line team demonstrated the power of using the Safe & Together model with a family experiencing domestic abuse. Outcomes achieved:
  - Empowered a mother to initiate change within the family system.
  - Enabled the father to take accountability for his behaviour.
  - Resulted in lasting positive changes for the children.

## Priority 2: Increasing awareness and strengthening the response to domestic abuse

### Future Plans

- H&F LSCP have now reviewed and updated their priority areas for 2025 – 2028. Domestic Abuse remains an important area of focus, it will sit under the Think Family Priority area and be progressed via several work streams.
- The LSCP is strongly committed to boosting the domestic abuse training offer as part of future safeguarding initiatives. We want to encourage stronger voluntary sector engagement in the future and have plans in place to do this.

## Priority 3: Transitional Safeguarding

### Highlights

- The GVEU uses a multi-agency model that spans both under-18s and young adults, acknowledging that vulnerabilities don't end at 18. It operates two panels: Vulnerability Tracker (VT) – for under-18s, and the Adults at Risk (AAR) Panel – for 18+. These panels ensure continuity of support and risk monitoring as young people transition into adulthood.
- While not explicitly labelled as “transitional safeguarding”, West London NHS Trusts work supports adolescent vulnerabilities and continuity of care. There are plans to expand webinars on adolescent vulnerabilities, which may include transitional safeguarding themes. A strong emphasis on Voice of the Child and Think Family principles are in place, which support safeguarding continuity across age boundaries.
- CP-IS Phase 2 Implementation extends safeguarding information-sharing to services that support older adolescents, this includes CAMHS, Sexual Health Services, Termination of Pregnancy Services and Dentistry. This supports continuity of safeguarding as young people engage with adult-facing services.
- The ICB in Quarter 3 focused on responses to serious violence, including domestic and sexual violence, from a life-course safeguarding perspective, which is a key principle of transitional safeguarding.
- H&F value the voices of children and young people that help shape our services. The Local Area Co-production Framework guides Partnerships with young people, families, and other stakeholders to create shared solutions. Each young person's transition plan is personalised to their unique circumstances and aspirations.
- Hammersmith & Fulham Council understand that transitioning from children's to adult services can be challenging for young people and their families. They aim to support, inform, and empower them during this process. Early identification and support are crucial to ensure adequate care and preparation. Collaboration and communication among teams, young people, families, and other organisations are essential. Goals include starting early to develop independence skills. Promote community involvement and focus on person-centred support and outcomes. Ensuring smooth transitions with integrated, multi-agency cooperation.

# Priority 3: Transitional Safeguarding



## Impact

- Data from GVEU shows that 63 young people were supported via the vulnerability tracker, 31 removed due to reduced risk. Out of 72 young people who were monitored via the AAR, 35 were removed, showing successful interventions across the transition boundary.
- There is a dedicated Transitions Team at Hammersmith & Fulham to assist young people navigate their way through the variety of options and support available.
- Multi-Agency Panels ensure continuity of support across age boundaries such as the Vulnerability Tracker and the Adolescent At Risk panels.
- Integration of health systems such as CP-IS Phase 2, CAMHS adolescent focused webinars strengthen safeguarding in adult facing services.
- Future strategic planning will provide a life-course safeguarding lens in audits and training, which will embed transitional safeguarding into system-wide practice.

## Future Plans

- Continued delivery of early-intervention programmes under the Violence Reduction Unit's 'My Ends' Fund, including mentoring for young women and girls, boxing, theatre, and DJ workshop.
- Work is underway to create a People's Family Panel (PFP) which will be a multi-agency Forum established to support vulnerable young people who have transitioned into adulthood, but who do not meet the statutory criteria for intervention via Adult services. The aims of the panel will be to promote early intervention and safeguarding, enhance communication and collaboration between agencies and ensure that individuals receive timely, appropriate support in line with the Wellbeing Principle of the Care Act 2014. It will be key to ensure that vulnerable young people do not fall through any potential gaps in Child or Adult Services.



# Priority 4: Safeguarding adolescents, including those with disabilities

## Highlights

Stop and Search Audit : A pan-London audit reframed stop and search as a safeguarding opportunity, not just a criminal justice or evidential action, which is focused on young people's experiences in Hammersmith & Fulham. This led to a local action plan and improved multi-agency information sharing.

A pilot project was presented for children with complex needs who do not fit into existing pathways. A multi-agency action plan is being developed to address these gaps.

Child Sexual Abuse (CSA) Hub: A planned CSA Hub for Northwest London aims to provide strategic oversight and holistic support for children who experience CSA. This is a multi-agency initiative involving health, education, social care, police, justice system, and voluntary sector.

Strong focus on Harm outside the Home. This recognises the influence of peer, community, and social environments. Works with schools, youth clubs, and families to safeguard young people at risk of gang involvement, violence, and exploitation

77 referrals to Children's Social Care from West London NHS Trust is an increase from last year and demonstrates that the Think Family concept is embedded and staff are referring in with concerns including: Emotional abuse, Parental mental health. Physical and sexual abuse, neglect and substance misuse.

GVEU delivered programmes such as: Rebel Records Music Production, Glow & Grow Beauty Course, Motor Skills & Residential Trips, Parent & Carer Awareness Sessions

5,463 staff received safeguarding supervision which is an 18% increase. 445 frontline mental health practitioners received specialist supervision which is a 20% increase, and training compliance is at 92–93% across all levels.

H&F Youth voice is represented by young people from diverse backgrounds and with a variety of skills and abilities. Gathering together this group of talented and enthusiastic of young people has been achieved through outreach via targeted services such as Young Carers, Care Experienced Youth, Mencap, WEST Youth Zone.

The publication of the H&F Education & School Attendance Strategy recognises that to ensure children attend school is one of the single most important ways we can keep children safeguarded. The strategy promotes early help, multi-agency coordination and inclusive access to education. It challenges some of the previous policy around school exclusion and is designed to assist the whole system to work together more effectively.

# Priority 4: Safeguarding adolescents, including those with disabilities



## Impact

- Strengthened safeguarding through better coordination and recognition of police interactions as potential early indicators of risk. A focus on harm outside the home through diversionary programmes, multi-agency panels and outreach are reducing risk levels and increasing engagement.
- Impact of the EBSA toolkit suggests that it promotes early intervention and holistic support for children struggling to attend school due to emotional challenges, and addresses some of the underlying needs.
- 63 young people tracked via the Vulnerability Tracker and 31 removed due to reduced risk. 72 monitored via Adults at Risk Panel 35 removed.
- Positive feedback from young people and families, improved engagement, skill development, and career aspirations. Strong retention and participation rates across programmes.
- Ensuring mental health needs are addressed through specialist supervision, an inclusive youth council and trauma informed practice are improving safeguarding responses and representation.
- Co-production is a key aim for Youth Voice, and initiatives such as producing safeguarding content for the LSCP Website and producing a podcast series on healthy relationships reached 1,000+ young people.
- Youth-led input into PHSE and safety messaging means more direct involvement and ownership into key safeguarding areas.
- Training and workforce development shows a high compliance rate, co-delivered training and reflective supervision have led to a strengthened safeguarding culture.

## Future Plans

- WL NHS Trust plan to expand webinars on online harm and adolescent vulnerabilities and embed child voice and family-focused approaches in policy and supervision.

# Cross-Cutting theme: Voice of the Child

---

In Hammersmith & Fulham, the partnership between young people and the Local Safeguarding Children Partnership (LSCP) is not just symbolic, it's based on creating meaningful relationships. By embedding co-production at the heart of our approach, we've created a culture where young people are not only heard but actively shape the services and strategies that affect their lives. This inclusive and flexible model of engagement has led to tangible outcomes. Young people have played a pivotal role in shaping the LSCP's Multi-Agency Arrangement Document and setting its strategic priorities. Their insights, gathered through Youth Council meetings and borough-wide surveys, have directly influenced how safeguarding is approached locally and ensuring it reflects the real concerns and aspirations of those it's designed to protect.



The collaboration has also opened doors to skills development and creative opportunities. From designing webpages to working with local tech companies, young people have the opportunity to gain hands-on experience that builds confidence and prepares them for future careers. Their input into the LSCP website redesign, with suggestions for streamlined, accessible content demonstrates a clear understanding of digital inclusion and user experience, ensuring that safeguarding information is not only available but usable.

**The Youth Council's five priority areas:** Inclusion, Staying Safe, Mental Health, Work Experience, and Life Skills, have become guiding pillars for joint action. Through these, young people have:

- Captured the voices of over 3,000 peers to inform borough-wide strategies.
- Co-produced digital platforms like the Best for You mental health site and the Youth Hub, centralising support and resources.
- Created educational content, including podcasts and PSHE materials on Healthy Relationships.
- Influenced local responses to antisocial behaviour, hate crime, and vaping through targeted consultation sessions.

This work is more than a series of projects, it reflects a shift in power. It shows that when young people are trusted as equal partners, they bring innovation, authenticity, and energy that elevate safeguarding from a statutory duty to a shared community endeavour which we want to build on in the coming years.

Alongside youth-led initiatives, professional development across the LSCP has reinforced the conditions for safer, more responsive environments. Feedback from training has emphasised the importance of multi-agency understanding and professional curiosity, which are both essential to truly hearing and acting on the voice of the child. The strong focus on professional boundaries, championed by the Local Authority Designated Officer (LADO), combined with learning from practice reviews, has helped create safer spaces where children feel empowered to speak up and be taken seriously. Together, these efforts reflect a borough-wide commitment to safeguarding that is collaborative, inclusive, and driven by the lived experiences of young people.

# RAPID REVIEWS

---

H&F LSCP have robust arrangements in place to consider what actions to take should an unexpected death of a child occur.

During the period of 2024- 2025, H&F LSCP has undertaken one Rapid Review. The report was reviewed by the National Panel, who agreed with the collective decision not to commission an LCSPR. The Action Plan and subsequent learning was shared via the Learning and Development subgroup and through our LSCP training offer.

In H&F, we really value the benefit of a multi-agency lens to help us understand from all partners who have had contact with the child and family, such as police, health services, and education. This approach is crucial for a comprehensive understanding of the case for several reasons:

- **Comprehensive overview:** It provides a holistic view of the child's life, piecing together the information held by various services.
- **Improved information sharing:** The process reinforces the importance of effective information sharing and communication between agencies.
- **Identify system issues:** It highlights potential systemic issues or failures in multi-agency working that may have contributed to the harm.

We ensure through our learning and training offer that any key areas that have been identified are systematically disseminated to improve practice across the multi-agency network. The ultimate value of rapid reviews is in their ability to provide speedy, tangible, actionable learning that improves outcomes for children.



# Case Review Group: Highlights & Impact

One Rapid Review was held in 2024-2025. This was well-attended by members of the Case Review Group and other involved professionals. The information received and reflections on learning has led to tangible improvements in practice.

Children with complex needs and placement availability - an ICB pilot project has been set up to address placement gaps for children with complex needs; Challenge has been raised at a regional and national level and a multi-agency action plan is in development.

Reverse Residential Assessments flagged as unsafe and concerns were escalated to the regional lead for CAF/CASS.

A Case Tracking system has been introduced to better monitor actions from case discussions at the Case Review Group. This has improved transparency and follow through.

The development of the CSA Hub proposed for NW London to improve strategic oversight and holistic support has been paused due to the ICB reorganisation. Development of the CSA Hub will be reported on in the 2025–2026 annual report.

Ensuring that learning is embedded into practice: Multi-agency engagement shows strong Partnership working. Changes to practice suggest learning is being applied.

Leadership and Governance: Our Independent Scrutineer is the new Chair of the Case Review subgroup, demonstrating strengthened oversight and accountability.

# Quality, Performance & Challenge Group: Highlights & Impact

## Stop & Search Audit

- Pan-London audit participation focused on young people's experiences, reframing stop and search as a Safeguarding opportunity.
- Aimed to strengthen safeguarding practice, reduce harm, and build trust between young people and statutory services.
- Identified missed referrals and trauma risks, alongside examples of good practice.
- A local action plan has been developed to address key learning.

## Section 11 Audits completed

- Generated rich multi-agency learning that is already shaping LSCP development.
- Resulted in a shared action plan, promoting accountability and coordinated improvement.
- Set the stage for continuous improvement with a new audit planned and integrated into future reporting.

## Section 175 Audits (Safeguarding in Education) completed

- Developed a tailored self-assessment tool for schools, showing responsiveness to sector-specific needs.
- Piloting with a diverse group of schools ensures inclusive learning.
- Planned phased rollout and feedback loop supports sustainable improvement and wider sector engagement.

## Safeguarding Adolescents – Stop and Search Audit

- Reframed stop and search as a safeguarding opportunity, not just a criminal justice action. Identified good practice and challenges, leading to a local action plan.
- Strengthened information sharing across statutory partners, enhancing multi-agency safeguarding.

## Performance Framework Development

- Moves LSCP towards intelligence-led decision-making.
- Draws on best practice from other LSCPs, ensuring informed and effective design. Led by the Independent Scrutineer, adding credibility and external insight.

## LSCP Development Day

- Enabled collaborative priority setting across the Partnership.
- Focused on work streams and impact, ensuring strategic alignment. Directly influenced the future direction of the LSCP.

# Learning & Development Group: Highlights & Impact

- Tackling domestic abuse via **Safe & Together training**:
  - Safe & Together training has been rolled across children's social care and to partner agencies via the LSCP training offer. The Forum was provided with a powerful example of this model being used in practice, and the positive outcomes achieved.
  - Direct result: The Forum heard from a Social worker, who has used this model in practice to great effect and outlined how this model of work enabled the mother to feel empowered to create change in the family system, and for the father to take accountability for his behaviour which meant lasting positive changes for the child.
- A safeguarding training gap was identified as part of the learning from a Rapid Review held in 2023-2024; A working-group developed an online safeguarding training programme that all departments across the Council can access. This Level 1 **mandatory online training** is now available across the H&F Council. Take up and impact is being monitored.
- The National Panel briefing "**I wanted them all to notice**", has been a key focus of the Learning & Development Group. The LSCPs training has been reviewed and is being revised in light of this.
- Partners have **co-delivered** training on key LSCP training modules, which has resulted in diverse delivery styles and has encouraged increased discussion across the multi-agency network.
- **H&F Escalation Policy** reviewed and updated; now published and available via the LSCP website.
- **Section 11 audit learning** has been shared across agencies through tailored internal pathways and LSCP training integration.
- 'Staying Safe' webpage in development with **direct input** from young people to highlight key safety concerns.
- The **Annual Training Needs Analysis** received nearly 100 responses, with noted improvement in engagement; The education and faith sector participation to be further encouraged to participate.
  - Top training topics requested: child exploitation/contextual safeguarding, domestic abuse, and online safety.
  - Child Sexual Abuse training feedback shows confidence in communication, but highlights need for focus on non-verbal signs and ethnicity-related disparities in response.

# Safeguarding Partnership Group: Highlights & Impact

The partnership group is consistently well attended by partners across an extensive range of agencies. This group gets underneath multi-agency working in the borough by sharing examples of good practice, new and innovative models of intervention across agencies and addresses multi-agency safeguarding practice dilemmas and challenges.

The following are some examples of the impact of the Partnership Group:



- Concerns about vaping were raised at the Partnership Group. These were escalated to the LSCP Forum, which enabled Public Health & key partners to become involved in establishing a Vaping strategy for H&F. The Vaping Strategy has now been published, and a Vaping Awareness Week took place in April 2025, with the support of the Resilience Service, H&F schools, and businesses.
- Through promotion via the Safeguarding Partnership Group, the Resilience Service, who work with young people under 18 with needing support for drugs and alcohol misuse, achieved the highest reach of support to young people in 2024-2025. Additionally, through strong links through this group, The Resilience Service has been working with local schools to amend existing exclusion policies when there are links to drug and alcohol use. Some secondary schools have already changed their policy and will now refer to Resilience prior to exclusion to ensure support is in place for the young person.
- A Drug and Alcohol Strategy for Adults and Young People has been developed. The focus of protocol is early identification of families with parental substance misuse, provision of support to reduce the harm caused to children, raising knowledge and skill set of professionals, and increasing knowledge and understanding of Hidden Harm within the community.

**The following pieces of work are in progress. Their impact will be reported on in next year's annual report:**

## **Gaming & Gambling**

A multi-agency group is exploring the local pathways for support for children and their families. Information about gaming and gambling support will be placed on the LSCP website and disseminated across the partnership

## **Child Sexual Abuse Hub**

A multi-agency group is reviewing the ICB Action Plan and how it aligns with the work being undertaken to strengthen the identification and response to sexual abuse across the multi-agency network.

## **Youth Sector Supervision**

It is recognised that youth workers can be early identifiers of safeguarding concerns. A multi-agency group is working to strengthening supervision practice within the sector to improve safeguarding outcomes for children.

# LSCP Training: Highlights & Impact

The H&F LSCP has a long established shared LSCP training offer arrangement with Kensington & Chelsea and Westminster. Many professionals work across the three boroughs, and this arrangement provides a wide range of training opportunities as well as facilitating cross-pollination of ideas and perspectives. The LSCP safeguarding children training programme is co-ordinated by the LSCP multi-agency Training Officer.

The LSCP offers a range of workshops addressing a variety of safeguarding children topics. The programme is multi-agency and it is open to all agencies working with children and families based in H&F, Kensington and Chelsea, and Westminster.

There were a great number of new and existing workshops delivered, new professionals supported the delivery of the training programme and a very wide range of multi-agency organisations attended training including this year a much greater representation from the Metropolitan Police and Probation service.

The training programme is advertised through regular email newsletters, the LSCP website, guest appearances at meetings, word of mouth and cascaded through distribution lists and LSCP members.

The LSCP training programme was very successful during 2024-2025:

- 1665 people attended over 103 workshop sessions. 465 of those people work in H&F.
- There were 39 multi-agency safeguarding and child protection workshops, 6 safer recruitment and 4 multi-agency risk assessment conference (MARAC) workshops.

## **New workshops include:**

Having Difficult Conversations with Parents  
Introduction to Child Protection Conferences and Risk Assessment Tackling Online Misogyny  
Harmful Practices: experiences in the Latin American community Learning from the Baby S Rapid Review.

The programme has faced continued challenges with a steady number of no shows and late cancellations and an overall attendance rate of under 70% (69.5%). This is very similar to 2023 – 2024 when the attendance rate was 71%. There is work underway to understand and improve this, which will be reported on in next year's report.

Training and Knowledge Transfer: Shows how children are safeguarded as a result of training available. Data indicates increased training attendance. Practitioner feedback on how training has influenced their practice

There are 10 co-trainers in the pool of co-trainers. Some of those people deliver the Multi-Agency Safeguarding and Child Protection (level 3) workshop regularly and 2 people have begun to deliver the workshop without the LSCP trainer. This is great progress as it will enable more sessions to be delivered across the year.

# LSCP Training: Highlights & Impact

## Future Plans

### Strengthen Engagement and Attendance

- Consider introducing automated reminders and calendar invites to reduce no-shows and late cancellations.
- Explore hybrid or on-demand training options to increase accessibility and flexibility for busy professionals.
- Develop a targeted engagement strategy for underrepresented agencies or roles (e.g. youth services, early years).
- Outreach to Foster Carers and the Faith Sector

### Enhance Multi-Agency Collaboration

- Facilitate cross-agency learning groups or communities of practice following key workshops (e.g. Baby S review, domestic abuse).
- Create joint training sessions with adult services to strengthen transitions and whole-family safeguarding.
- Encourage co-delivery by professionals from different sectors, building on the success of the co-trainer model.

### Promote Inclusion and Representation

- Aim for training to reflect diverse communities.
- Develop content on intersectionality, e.g. safeguarding children with disabilities from minoritised backgrounds.
- Invite community organisations to contribute to training design and delivery.

### Grow and Support the Co-Trainer Pool

- Formalise a co-trainer development pathway, including mentoring and peer observation.
- Recognise and celebrate co-trainer contributions, possibly through an annual LSCP recognition event.
- Expand the pool to include voices from education, health, and voluntary sectors.



## Training and resources

### The LSCP Multi-agency Safeguarding Children Training Programme

#### Training workshop and courses on offer

##### E-learning workshops

[Visit our e-learning webpage for other free online safeguarding workshops.](#)

##### Main LSCP Training workshops

###### Core workshops

- [Introduction to Safeguarding Children \(level 1\)](#)
- [Multi-Agency Safeguarding and Child Protection Workshop \(level 3\) \(full day\)](#)

###### Managerial workshops

- [Safer Recruitment Workshop](#)
- [Introduction to the LADO process](#)

###### Specialist workshops

- [Gangs and Child Exploitation Book Child Exploitation and Gangs on Eventbrite](#)
- [Harmful Practices learning and online drop-in session: "Honour" Based Violence, Forced Marriage, FGM and others](#)
- [Having Difficult Conversations](#)
- [Information Sharing Workshop \(2 hour online workshop\)](#)
- [Keeping Children Safer Online](#)
- [Learning From Case Reviews](#)

# Partner Highlights & Impact

## North West London Integrated Care Board (NWL ICB)

### ACTIONS TAKEN TO SAFEGUARDING CHILDREN

Across North West London (NWL), the Designated Nurses and Doctor for Safeguarding Children, have strengthened the safeguarding culture through visible leadership, Partnership working, and continuous quality improvement.

#### **NWL ICB Safeguarding Strategy (2024-2028)**

This strategy developed in the previous reporting period, and further refined this year, sets out the long-term strategic direction for safeguarding across the system. This continues to guide the work of the NWL Integrated Care Board (ICB) Safeguarding Team, ensuring alignment with the NWL ICB Joint Forward Plan.

#### **Named GP**

The Named GP has worked to build on relationships between primary care and children's services, helping to resolve challenges brought by either party on both an ad-hoc basis and at the quarterly Forum where GP's, MASH and children's social care can come together to discuss cases and pathways. A piece of work on the Safeguarding Family Group Conference pathway for the primary care aspects has been undertaken with children's social care and disseminated to primary care.

#### **Child Protection: Information Sharing (CP-IS) Phase 2 Implementation**

During 2024–2025, the ICB began implementing CP-IS Phase 2 as a system-wide programme to improve safeguarding information-sharing across health settings beyond emergency care. This followed alignment with NHS England's Safeguarding Accountability and Assurance Framework (SAAF) and formal approval from the ICB Board

#### **Training**

A structured training programme was delivered in early 2025 in collaboration with NHS England. While sessions were open to all professionals, content was customised to address the specific needs of each service area. 205 staff members participated in the training.

### FUTURE PLANS

- The CP-IS Task & Finish Group will continue to monitor provider implementation, impact, identify barriers, and support resolution.
- Integration of CP-IS Phase 2 into provider clinical systems.
- Development of local Standard Operating Procedures (SOPs) and audit frameworks to support operational consistency.
- CP-IS to be embedded in routine clinical workflows and digital templates (e.g. EMIS and SystmOne) until system-wide interoperability is achieved.
- Collaboration with NHS England to explore extending CP-IS functionality beyond statutory categories (e.g. Child Protection Plans and Looked After Children) to include other vulnerable groups and alternative pathways.
- ICON: Preventing Abusive Head Trauma in Babies. ICON is an evidence-based programme aimed at reducing the risk of Abusive Head Trauma (AHT) in babies by increasing parental understanding of infant crying and how to cope with it safely.
- Domestic Abuse, Violence Against Women and Girls: A level 3 DA training package has been created for ICB clinicians and Primary Care by the Designate professionals for Safeguarding. The session was first delivered in March 2025, receiving excellent feedback from attendees. Further dates are planned for May and July 2025.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

### **Harm outside the Home:**

GVEU has actively grown working relationships with community groups, partner agencies, schools and youth clubs to ensure children & young people are safeguarded contextually.

### **Referrals:**

GVEU received 64 referrals between April 2024 – March 2025, for young people identified as being at risk of gang involvement, violence, and/or exploitation. All children & young people referred are allocated an Outreach Worker to offer systemic, trauma-informed 1:1 support, which includes a variety of interventions.

### **Vulnerability Tracker (VT) & Adults at Risk (AAR) Panel:**

The GVEU's Vulnerability Tracker (VT) and Adults at Risk (AAR) Panel are multi-agency Forums designed to facilitate the sharing of information and co-ordination of interventions for vulnerable individuals at risk of gang involvement, violence, and exploitation.

### **Notting Hill Carnival Planning 2024**

In recognition of the heightened vulnerabilities faced by at-risk young people during Notting Hill Carnival, the GVEU leads a co-ordinated, multi-agency safeguarding response for young people from LBHF.



## IMPACT

The impact of outreach work on young people is continuously monitored through Risk & Aspiration Plans, which are updated every six weeks by Outreach Workers. Individual case studies further illustrate the positive outcomes of outreach efforts, such as Outreach Workers successfully supporting NEET young people into training and employment - demonstrating the value of their engagement & tailored guidance. Data from the Vulnerability Tracker shows that over the course of the year, 35 young people were removed from the tracker, reflecting a reduction in their associated risk levels and highlighting the impact of ongoing risk monitoring and targeted interventions.

GVEU has delivered awareness sessions for young people & families/carers on how to identify signs of exploitation, how to avoid it & where to seek support. Other diversionary activities delivered from April 2024 to March 2025 include the Rebel Records Music Production Programme, a Motor Skills Course, a Residential trip and a Beauty Industry Course.

## FUTURE PLANS

- The Unit continues to deliver early-intervention programmes under London's Violence Reduction Unit's 'My Ends' 2025/26 Fund. From April 2025 we have delivered and begun planning for a variety of programmes including a mentoring programme for young women and girls, street dance and boxing classes, a theatre programme, DJ workshops and more.
- The GVEU is continuing its safety planning for Notting Hill Carnival 2025. As with previous years, the Unit is collating the Carnival Concern List alongside partners, facilitating intervention conversations and issuing safety guidance.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

Over the past year, Hammersmith & Fulham's Children's Services have continued to deliver an incredibly varied and wide range of support to children, young people, and families, with a strong focus on early intervention, inclusion, and prevention.

### **Early Years and Family Support**

The Family Hub has become a central point for accessing services, including the Family Information Service and the SEND Local Offer. The council has also responded to national changes by updating its Early Years funding, ensuring local nurseries and childminders are supported to deliver new entitlements for children aged 9 months to 2 years.

### **Early Help and Parenting**

The Early Help service continues to offer practical support to families before issues escalate, with parenting programmes and health services available through children's centres and outreach teams. The borough's Early Intervention Strategy (2022–2027) remains a guiding framework, promoting timely, joined-up support.

### **Social Work and Child Protection**

Children's social workers work collaboratively with children and families using innovative practice models that strongly focus on keeping children safe at home and in care. One example of this is through the use of Safeguarding Family Group Conferences (SFGC's), a family led alternative to Initial Child Protection Conferences.

### **Children in Care and Advocacy**

Support for looked-after children and care-experienced young people has been strengthened through services like the Children in Care Council, Action for Change, and the Children's Advocacy Service. These platforms ensure young people's voices are heard and their rights upheld.

### **SEND and Inclusion**

The SEND Sufficiency Review has helped shape provision to meet the diverse needs of children with disabilities and learning differences. The Inspire outreach service continues to support children with sensory impairments, autism, and dyslexia, while the Stephen Wiltshire Centre offers short breaks and specialist support.

### **Mental Health and Wellbeing**

Children's Services have worked alongside CAMHS and other partners to improve access to mental health support. Resources like NHS Go provide confidential advice for young people aged 16–25, and there's a growing emphasis on trauma-informed and child-centred practice.

### **Family Group Conferences (FGC's) and Lifelong Links (LLL):**

Over the past year, the FGC and LLL Service has taken significant steps to safeguard children, with a particular focus on strengthening relationships and involving the families and the children's support network in the Care planning. This has been achieved by developing and implementing several the Safeguarding Family Group Conferences and the Lifelong Links Services.

### **Children's Voices & Relationships Matter**

- Children and young people consistently praised their relationships with social workers, valuing trust, compassion, and being listened to.
- Direct work was creative and responsive – using tools like feelings cards, genograms, and school-based visits to build safe spaces for expression.

### **Multi-Agency Collaboration**

- Strong attendance and input from schools and police at Strategy Meetings and Core Groups.
- Positive dialogue has begun with health partners which is leading to strengthened health input.

### **Cultural Humility & Inclusion**

- Feedback from parents highlighted the importance of respectful, culturally aware practice, and how much they appreciated the inclusive, empowering relationships.
- The use of cultural genograms and compassionate language statements are helping embed this ethos.

### **Innovations in Practice**

- Observations included Safe & Together consultations, Exploitation drop-ins, and the Early Help Traded Offer to schools – all showcasing reflective, joined-up working.
- The Care Leavers Hub continues to be a flexible, responsive space supporting young people's transitions.

## IMPACT

Over the past year, Hammersmith & Fulham's Children's Services have made a significant impact by delivering a holistic and inclusive support system for children, young people, and families. The Family Hub has become a vital access point, improving navigation of services like SEND and early years support. Early Help interventions have prevented escalation of need, empowering families through parenting programmes and outreach.

Social workers have maintained a strong safeguarding presence, ensuring children are supported to remain safely at home or in care. Children in care have been given a stronger voice through advocacy and participation platforms, while the SEND Sufficiency Review has led to more responsive and inclusive provision.

Mental health support has expanded through trauma-informed approaches and digital tools like NHS Go. Finally, Family Group Conferences and Lifelong Links have strengthened family networks, ensuring care planning is more relational and child-centred.

Quality Assurance systems evidence impact of the vast range of work being undertaken:

### **Improved Practice Quality**

- 100% of audits graded Good or Outstanding, with 50% Outstanding – a clear sign of sustained high-quality practice.
- Positive outcomes in 89% of audited cases, including safe step-downs, successful reunifications, and effective transitions.

### **Stronger Relationships with Children & Families**

- Children described social workers as trustworthy, caring, and consistent.
- Parents valued compassion, honesty, and clarity, with some saying their social worker “changed everything” by simplifying plans and building trust.

### **Better Management Oversight**

- Investing in more managers has meant more capacity for supervision and management support. Supervision frequency rose to 89%, with clear evidence of reflective, child-focused management input.
- Case summaries present in 100% of audits – a major improvement supporting continuity and understanding.

### **Enhanced Multi-Agency Working**

- Strategy Meetings and Core Groups showed improved attendance and contributions, especially from schools and police.

### **Embedding Reflective & Systemic Practice**

- Increased use of clinical consultations, cultural genograms, and systemic tools.
- Practitioners demonstrated strong understanding of family dynamics, with 91% of audits showing cultural humility and addressing diversity.

### **Learning Culture & Innovation**

- Practice Week created space for peer learning, innovation, and visibility of frontline work.
- Observations of Safe & Together consultations, Exploitation drop-ins, and school-based Early Help showcased creative, joined-up approaches.

### **Children’s Voices Driving Change**

- Feedback from children with additional needs highlighted the need for tailored communication tools.
- Care leavers called for greater awareness of their rights and eligibility prompting new workshops and visibility of the local offer.

## **FUTURE PLANS**

Future plans are strongly focused on ensuring evidence of alignment with the national Children’s Social Care Reforms. Early Intervention and Safeguarding in Hammersmith and Fulham reflect key reform principles; relational and strengths-based practice, child and family-centred support, timely and proportionate intervention, respect for diversity and lived experience. We continue to focus on our local strengths highlighted as key reform enablers; effective multi-agency working, strong and accountable leadership and skilled, supported, and stable workforce. The breadth of our local Partnership is represented across our working groups and our CSC Reforms Board which reports into the LSCP. Our Partnership carefully considered the principles and enablers whilst setting our new priorities and they are well represented within those chosen.

Practice Week is an embedded quality assurance measure in CYPS that provides a comprehensive and insightful review of frontline practice across all service areas, including Early Help, Youth Justice, and statutory social work teams. A large number of activities are conducted, including audits, observations, dip samples, and family feedback. It offers a rich evidence base to evaluate the quality of practice, identify strengths, and highlight areas for further development. This will continue to be held twice yearly to provide data and assurance on how the service is performing and ensure any issues are identified early on.

# Metropolitan Police

---

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

---

The MPS has undertaken a refresh of our existing ABE (video interviewing) suites. All identified suites have been newly decorated and provided with new furniture and Audio Visual equipment. Our aim is to provide a safe and comfortable environment in which to make children and vulnerable adults feel able to share their lived experiences.

Central West BCU have now expanded their referrals desk. Previously this was solely a Child Abuse Investigation Team referrals desk, but now includes the management of referrals regarding Domestic Abuse and Serious Sexual Offences cases concerning children. This will ensure a more joined up approach when dealing with children within the Public Protection environment and the expertise of an experienced referrals team to research cases and Detective Sergeants to engage in strategy meetings.

Locally, the Public Protection strand has initiated joint training for MASH (Multi-Agency Safeguarding Hub) managers and staff, strengthening key relationships across statutory agencies involved in key decision making to safeguard children. This has assisted MASH staff to better understand the perspective of other agencies and how we can work more effectively together to safeguard the vulnerable and empowering them to be professionally curious.

Within Central West BCU, the CAIT DI has embedded welfare days for their staff into the CPD framework: the days include inputs from subject matter experts, for example from the MPS Suicide Prevention SPOC (Single Point of Contact) and specialist representatives from our department of Forensic Services. The Lead Responsible Officer for Child Protection in the MPS attends the day, which provides CAIT staff time and space to both learn new skills to support child centred investigations and reflect on practice.

The Public Protection morning meeting at Central West BCU has been expanded to include representatives from all teams within our strand, including CAIT, MASH, Missing Persons Unit and Child Exploitation Team. This not only connects all Public Protection teams together but allows matters of criticality, threat and risk to be discussed and managed across the department.

Central West BCU has continued to fully support the Executive, Forum and various subgroups under the LSCP as well as other safeguarding functions and meetings including Rapid Reviews and CDOP (Child Death Overview Panel). We endeavour to ensure appropriate representation to allow for meaningful engagement, decision making and challenge within these forums and when necessary engage other parts of the MPS including the Specialist Crime Review Group and Specialist Crime department to contribute a particular perspective or update.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

---

There were 752 referrals made to Children's Social Care, which is a 32% increase, reflecting improved identification *and* escalation of safeguarding concerns. In H&F 77 referrals were made. The most common concerns were emotional abuse (24), parental mental health (26), physical abuse (12), Substance misuse, domestic abuse (11), Neglect (9) & Sexual abuse (2). Staff attend H&F LSCP training to share learning and ensure consistent safeguarding practice. Clinical systems have been used to monitor children at risk, with, 36 subject to Child Protection Plans, 14 Looked After Children & 11 on Child in Need Plans (H&F, March 2025)

5,463 staff received Trust-wide safeguarding supervision an 18% increase delivered by their direct line managers. This reflects growing engagement across CAMHS, Perinatal, and wider family-facing services.

16 safeguarding webinars were delivered which is a 31% increase, covering new risks and duties. We hosted the Safeguarding Conference in November 2024 with 201 staff attending, a 74% rise, using a hybrid format to improve access. Learning shared through case reviews, thematic audits, and updated training from incidents and staff feedback.



## IMPACT

---

- Increased referrals and supervision uptake indicate greater staff confidence and improved safeguarding response.
- Audit findings highlight strengthened use of reflective supervision, clearer documentation of the child's voice, and timely intervention.
- Learning from incidents and reviews was shared across teams through adapted training, briefings, and case learning.
- Multi-agency engagement has been strengthened through audits and joint events, improving collective safeguarding outcomes.

## FUTURE PLANS

---

- Expand the safeguarding webinar programme, with focus on emerging risks such as online harm and adolescent vulnerabilities.
- Embed Think Family and Voice of the Child more deeply through policy, supervision, and multi-agency work.
- Enhance feedback mechanisms to capture the views of children and families.
- Continue audit and quality assurance activity, including supervision audits and peer learning reviews.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

---

We work closely with social care and community health colleagues in the Partnership to safeguard children by building positive links with colleagues, sharing proportionate information and training staff. The Trusts safeguarding team liaise closely with the designated nurse to share patient's experiences and escalate concerns.



## IMPACT

---

- Due to the closer links with social care colleagues there is improved identification of needs and vulnerabilities for families. Due to the safeguarding training staff working for the Trust are able to identify safeguarding concerns more easily.
- This enables staff to provide a holistic assessment and take into consideration more contextual factors.
- Staff within the Trust have benefited from the LSCP training, which identifies more specific topics, which may be more interesting and relevant to some health colleagues.

Chelsea and Westminster arranged support in the community which included Children's Social Care and the Patch Community Team, for a child with significant health needs who was living in poor conditions and required hospital intervention. The community interventions and the Patch Team's support improved the child's health needs and hospital intervention decreased.

## FUTURE PLANS

---

- The safeguarding team will continue to be part of the National Referral Mechanism (NRM) panel and attending the Multi-Agency Risk Assessment Conference (MARAC) meetings.
- We plan to link with social care colleagues to ensure that the Child Protection medical process is across all three sites, as part of West London Children's to provide a more consistent service.

# Feedback from Education Settings:

## Ormiston Bridge Academy

- Focus on educating pupils on a range of issues such as vaping and exploitation e.g. grooming, county lines and knife crime.
- Safeguarding matters discussed daily at staff briefings and debriefs.
- Completed the LSCP Section 175 audit
- Focus on strengthening Multi-Agency Safeguarding Practice. We worked closely with Safer School Officers, social workers and other external professionals on individual cases linked to serious youth violence and severe absenteeism

### Impact

- Of students receiving interventions, 78% had improved attendance and 65% showed better engagement in learning
- Changes in leadership has led to an improvement in timely referrals, with response times reduced from 48 to 24 hours, ensuring quicker support
- Case studies evidence successful outcomes, including vulnerable pupils returning to full-time education through coordinated support

## Jack Tizard School

- Reviewed and enhanced safeguarding training on offer to staff, seeking advice from LADO and LSCP trainer.
- Took part in the section 11 audit and gave feedback
- Collaborated with the Disabled Children's Team, inviting them to in house safeguarding meetings
- Enhanced training for senior colleagues in specific safeguarding areas

### Impact

- Improved information sharing and swifter action on referrals

### Future

- Inset training on safeguarding will focus on practice reviews and professional boundaries

## West London Free School (WLFS)

- Collaborative work with families of WLFS incl. early stage intervention meetings and low-stakes on-site meetings
- Working collaboratively with Children & Young People services on a number of high risk young people to increase safety and reduce risk
- Using case studies to highlight good work, areas for improvement and impact for staff training

### Impact

- Collaborations have been effective especially West London Zone/One Child Partnership
- The Drift Project has been impactful and positively supported some of our at risk families and their children to have a more consistent and rewarding experience of school.

### Future Plans

- We have placed peer mentoring on our school development plan for 2025-26 as we think this is an area where young people could both be better supported but also develop leaderships skills.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

- There is an increasingly diverse and expanding Youth Council- with most schools/colleges/ targeted services represented. Lots of outreach and multi-method engagement with young people, feeding into strategic planning and innovative co-production across the council and borough.
- The Youth Council carried out an in depth, evidence-based research project with over 3000 young people to identify priorities in relation to their 4 focus areas of mental health, staying safe, life skills and preparing for work. We have adopted a council wide and partner approach to supporting the young people. Throughout the past 1.5 years they have worked alongside identified strategic leads to streamline and action their priorities.
- All online information on mental health is now in one place- co-produced and user tested website-
- 'Best for You'- Youth Council video linking to our developing Youth Hub- which they are also co-producing. Young People informed the drugs and alcohol, transport, school nursing strategies and research on the impact of screen time on young people's mental health.



## IMPACT

- The youth voice podcast series on healthy relationships and sexual health has reached its target audience of 1000 YP- further promotion is planned for Community Day.
- Youth Voice have made considerable impact against all their priority areas including:
  - Youth council promotion of Crimestoppers 'Fearless' campaign.
  - Co-produced information on vaping for Vaping Awareness Week & Youth Hub
  - Co-producing a range of key safety messages for the LSCP young people's page
  - WEST and Youth Hubs are delivering our priorities- cooking, finances, money management and first aid.



## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

- **Workforce development & training:** Delivered a comprehensive programme of safeguarding-focused learning for the voluntary youth sector, including essentials refreshers, contextual safeguarding, and thresholds guidance. Sessions covered information-sharing protocols, safer digital practices, and Designated Safeguarding Lead peer support.
- **Multi-agency practice focus:** Training emphasised real-world escalation scenarios and multi-agency working, co-designed with practitioners for practical application and improved Partnership coordination.
- **Multi-agency coordination & learning cascade:** Contributed to LSCP Forums and circulated partner updates through Young H&F networks. Produced concise briefings and signposting for VCS providers based on LSCP learning, audits, and rapid reviews.
- **Youth voice in safeguarding:** Engaged our Youth Advisory Board (YAB) to reflect on safety in community spaces, online harms, and barriers to help-seeking. Insights were shared with practitioners to inform appropriate responses and accessible pathways.



## IMPACT

- **Enhanced practitioner confidence:** Post-session feedback and follow-ups show clearer understanding of thresholds, improved use of supervision and peer support, and greater confidence in escalating concerns.
- **Improved referral pathways:** Providers report faster, more appropriate referrals and increased utilisation of LSCP guidance and tools.
- **Strengthened learning networks:** Briefings and Forums have expanded shared learning; VCS managers now possess materials they can use with their teams.

### **Youth-informed practice:**

YAB feedback has led to clearer communication with young people about confidentiality, consent, and how concerns are managed, reducing fear of “getting in trouble” for speaking out.

## FUTURE PLANS

- **Supervision pilot with LSCP:** Establish a short-term working group and launch a pilot supervision cohort for VCS practitioners and leaders; measure uptake, reflective practice indicators, and practitioner confidence throughout the cycle.
- **Conduct a sector needs analysis,** working with LSCP to improve supervision services across the youth sector. Complete a needs assessment with VCS leaders to develop a pilot model for reflective practice.
- **Gaming & Gambling pathway development:** Deliver structured training and resources for youth practitioners, embed brief intervention tools, and publish a quick referral guide aligned with LSCP pathways, explicitly connecting to attendance and attainment priorities.

## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

---

- The LADO service in Hammersmith & Fulham maintained a steady level of referrals this year, while consultations increased significantly—reflecting growing awareness of the LADO’s role and the importance of early advice, especially around low-level concerns.
- There was a notable rise in referrals related to transferable risk, where professionals’ personal lives raised safeguarding concerns. Social media misuse also emerged as a recurring theme in several referrals, especially those involving sexual abuse or concerning behaviour.
- There was a notable increase in referrals for concerning behaviour, highlighting the importance of clear codes of conduct and digital boundaries.
- The LADO service saw an increase in direct referrals from parents, often via Ofsted, which responded by supporting agencies to build parent confidence in internal complaints and safeguarding processes.
- There was a slight decrease in referrals from 125 in 2023-2024 to 121 referrals in this year.
- Consultations however increased by 16% from 188 to 226. Most outcomes were unsubstantiated, which is consistent with national trends.
- The LADO also contributed to training across the partnership, including delivering sessions on Safer Recruitment and Introduction to LADO. A key achievement was the LADO becoming a certified Safer Recruitment trainer, helping to meet growing demand for this training.



## IMPACT

---

### **Increased Awareness and Engagement**

- The rise in consultations, indicates that more organisations are seeking early advice and engaging with the LADO service.

### **Transferable Risk and Police Referrals**

- A significant rise in transferable risk cases (from 20 to 33) suggests growing recognition of how professionals’ personal lives can impact their suitability to work with children.
- Police referrals increased, reflecting improved inter-agency collaboration and a broader understanding of the LADO threshold.

### **Social Media and Concerning Behaviour**

- Social media use was a recurring factor in several referrals, especially those involving sexual abuse or inappropriate behaviour.
- There was a notable increase in referrals for concerning behaviour, highlighting the importance of clear codes of conduct and digital boundaries.

### **Training and Capacity Building**

- The LADO becoming a certified Safer Recruitment trainer is a key achievement, expanding the capacity to deliver essential safeguarding training.

### **Quality Assurance and Partnership Working**

- The LADO service maintained robust oversight during a leadership transition and continued to feed learning into school improvement plans.
- Strong relationships with schools HR and standards teams have helped embed safeguarding learning into organisational development.

## FUTURE PLANS

---

- Inset training on safeguarding will focus on practice reviews and professional boundaries with a view to requiring fewer LADO consultations.
- Expand access to LADO training to meet increasing demand.
- Promote consistent use of low-level concern policies and LADO consultations.
- Develop a suite of guidance documents for partners, parents, and subjects of referrals
- Improve use of the Mosaic system for case recording and data management.



## ACTIONS TAKEN TO SAFEGUARDING CHILDREN

Over the past year, the FGC and LLL Service has taken significant steps to safeguard children, with a particular focus on strengthening relationships and involving the families and the children's support network in the Care planning. This has been achieved by developing and implementing the Safeguarding Family Group Conferences and the Lifelong Links Services. The Lifelong Links (LLL) initiative is designed to support young people in care and care leavers by reconnecting them with trusted adults some of whom they may have lost contact with or never met. Our work aligns with local priorities, including reducing social isolation among care-experienced youth and improving emotional wellbeing through stable adult relationships. We have now entered Phase 2 of the Safeguarding Family Group Conferencing (SFGC) process, which offers a restorative and family-led alternative to traditional child protection interventions.



## IMPACT

The development and embedding of both Lifelong Links (LLL) and Safeguarding Family Group Conferencing (SFGC) takes time, requiring a cultural shift and trust in new ways of working that sit outside traditional norms. This initiative is being showcased to demonstrate how these approaches safeguard children and strengthen family networks. The Lifelong Links (LLL) service is not a typical time-bound intervention, it moves at the pace of the young person and is entirely young person-led. Meaningful impact will develop over time as connections are built, sustained, and strengthened. Between April 24- March 2025, the LLL team has engaged 25 children and young people.



The Lifelong Team supported a 16-year-old looked-after child, who had been in care for eight years, to connect with his biological father and an extended family network. This case highlights how the Lifelong Links initiative, when underpinned by robust safeguarding practices and multi-agency collaboration, can create meaningful and lasting change in the lives of young people in care.

## FUTURE PLANS

In response to the growing emphasis on family-led decision-making and recent social care reforms, the FGC and Lifelong Links service is committed to ensuring our practice is not only family-led, but also survivor-led. We recognise the importance of embedding trauma-informed approaches and safeguarding principles throughout our work. To support this, our plan is to work closely with the Safe and Together Lead to develop enhanced guidance that ensures our delivery is safe, reflective, and aligned with best practice—particularly in cases involving domestic abuse. This collaboration will help us strengthen our framework for assessing risk, amplifying survivor voices, and ensuring that the FGC process does not inadvertently become a space where power and control can be exerted. We are continuing our collaboration with the Department for Education to champion, innovative, family-led solutions for children who are at risk or subject to Public Law Outline (PLO).

# CHILD DEATH REVIEW TEAM

---

The North West London Child Death Review Team coordinates the statutory CDR process for children who are usually resident in NWL. The service works closely with a range of partner organisations across NWL including children's social care, the Police, the London Ambulance Service, primary and secondary healthcare agencies, Education and local safeguarding children's Partnerships.

The aim of the Service is to ensure families are appropriately supported following the death of their child and that any learning to prevent future child deaths is identified and actioned both locally and nationally. They also seek to work with partner agencies across NWL to ensure that government guidance on the CDR process is followed in a systematic way.

As well as running an effective service, the team aim to spread learning, improve practice and raise understanding of how professionals and the public can contribute to reducing child mortality.

*achievements*

Over the past year we have maintained our CDR website which publicises upcoming training events, contains informative newsletters, and provides learning from deaths with seven - minute briefings. It also explains how the service works and provides contact information.

Worked with local bereavement charities across NWL to ensure that CDR staff and partners understand what is available for families.

Strengthened our relationships with partner agencies by having quarterly meetings with the Police, local safeguarding children's Partnerships , community health teams and local authority children social care teams, as well as provide tailored training to multiple professional groups.

Understanding child deaths is complicated and there are no easy answers to the difficult questions that many child deaths give rise to. However, through our panel discussions we do deal with a range of issues where we make *suggestions to agencies* as to how they might improve professional practice.

**Examples include:**

Contributed to a Department of Transport consultation exercise on the need for more robust action in relation to patients known to have epilepsy who drive despite the danger this poses to them and other road users.

A Leisure Centre took action in relation to ensuring better access to defibrillators following the death by heart seizure of a child at the centre, where no defibrillator was available. In fact, the heart condition the child had would not have been helped by a defibrillator, but others with different conditions could benefit if they were made available.

# H&F EDUCATION & SCHOOL ATTENDANCE STRATEGY 2024 TO 2029

## **Aims:**

Hammersmith and Fulham are ambitious for children and young people and as such the aims of the Attendance Strategy are high – and include:

- Overall attendance in the borough improves and levels of persistent absence reduces.
- All services working with children and young people work in a coordinated way and take collective responsibility to address barriers to attendance.
- Barriers to working with families, children and young people are reduced to ensure timely access to early help support where attendance is a concern.
- Communication between education settings and services are timely and there is a shared understanding in the borough on the approaches to tackling attendance.
- Parents and carers understand the contribution they can make to their child's wellbeing, achievement and good attendance and know where to go to access help and support.
- Clear systems, monitoring and oversight allow early identification of poor attendance at all levels ensuring children and young people access the right support, at the right time.

## **The Strategic Priorities include:**

- Workforce Development, ensuring that collectively, everyone who works with children, young people and their families has a role to play in supporting good attendance.
- Effective intervention and consistent practice: across Education, Health, Social Care and other key partners, the current defined pathways will be reviewed to ensure that they are effective and consistent across the borough.
- Data and systems: through access to data, the LA will have a clear understanding of the current local picture and how this compares to national trends.

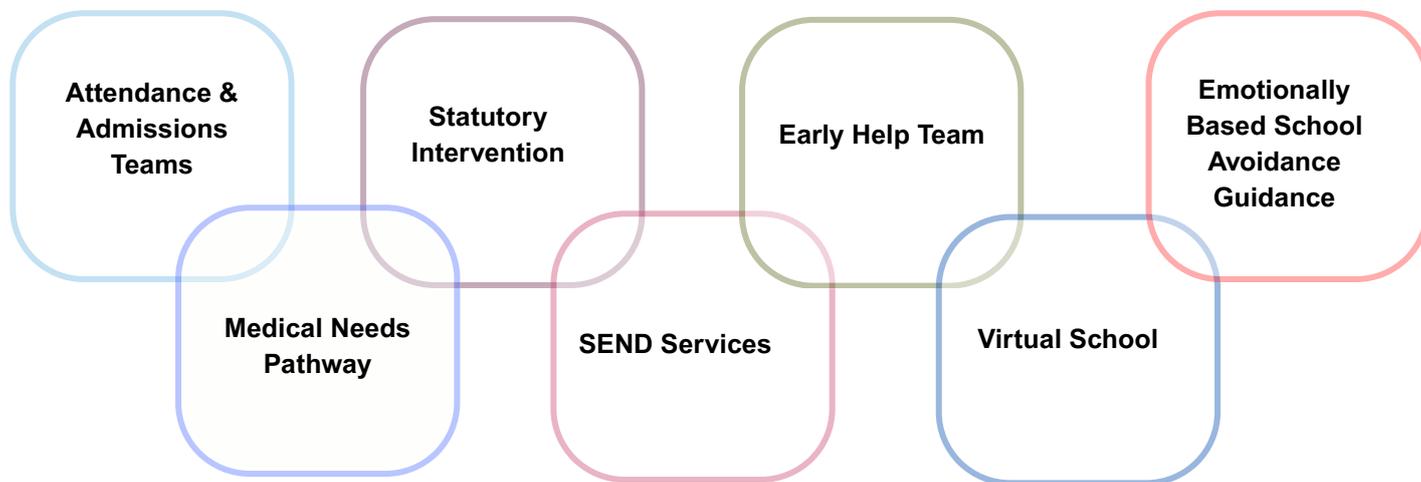
## **Measuring success:**

- As part of this three-year strategy, performance areas have been identified against each priority for which SMART targets will be set and reviewed every six months.
- The council will use a range of information including baseline data and stakeholder feedback to identify what is working well and where we need to act to achieve further change. There are a number of governance and oversight Boards who will monitor and ensure progress of actions is made. We hope to report on the impact that this strategy has made in the next LSCP Annual Report.



# H&F Education & School Attendance Strategy

H&F has a range of services which are designed to remove barriers, improve access to education and secure good attendance. These services reflect component parts of the whole system and how the local authority works with school partners to improve attendance, and include: Attendance and Admissions Team, Statutory Intervention, Early Help Team, Emotionally Based School Avoidance Guidance, Medical Needs Pathway, SEND Services, and Virtual School.



## EMOTIONALLY BASED SCHOOL AVOIDANCE (EBSA)

Emotionally Based School Avoidance (EBSA) is a widely used term to describe children who are experiencing difficulties attending school related to their social, emotional, or psychological wellbeing. EBSA is not a diagnosis and instead refers to a pattern of behaviour or a coping strategy the child is using to manage how they are feeling. EBSA can therefore apply to children with a wide range of needs.

Developing an understanding of each individual child and the underlying functions of their school non-attendance is important in identifying how to support them. Evidence shows us that positive relationships and a sense of belongingness are protective factors for EBSA.

Guidance documents and other resources such as an 'EBSA Toolkit' have been developed to help school staff improve their understanding of EBSA and they signpost to recent research in this area. There is also an EBSA pathway document that is designed to support schools and other professionals to understand their joint responsibilities with regard to the support for young people who are finding it difficult to attend school due to emotional difficulties. It should support schools to access the appropriate support for young people at the right time and is designed to promote early intervention prior to EBSA difficulties becoming entrenched.

### Did you know?

EBSA is especially common in neurodivergent children: Children with autism, ADHD, or sensory processing difficulties are at higher risk of EBSA due to sensory overload, social challenges, and anxiety in school environments.

Post-pandemic data shows persistent absenteeism has doubled, with 20.7% of pupils missing over 10% of sessions in 2023–24. EBSA is increasingly recognised as a contributing factor to this rise.

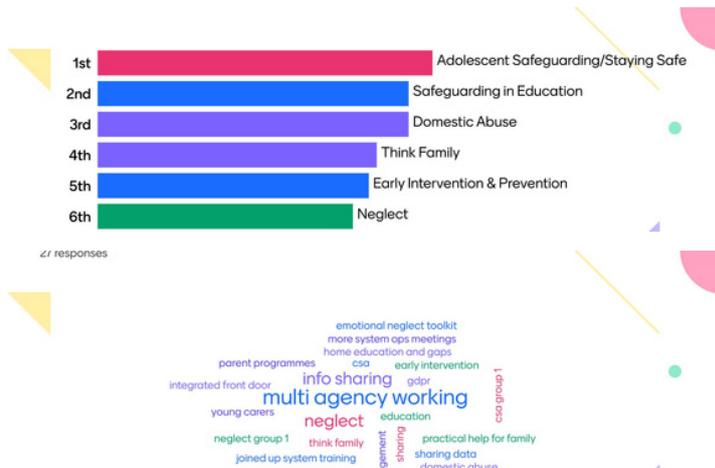
### SEND and EBSA

Children with Special Educational Needs and Disabilities (SEND) are disproportionately affected:

- Communication difficulties, sensory sensitivities, and transitions can heighten anxiety.
- Diagnostic overshadowing may lead to emotional distress being misattributed to SEND.
- Neurodivergent pupils often experience EBSA due to unmet needs or lack of inclusive practice

# Section 5 - Looking ahead: What's next for H&F LSCP

## Development Day



The LSCP's priorities for the next three years were developed through a well-attended Development Day workshop in March 2025, bringing together views from statutory and voluntary sector partners. Discussions were shaped by survey feedback from young people and the wider Partnership, including the Youth Council, resulting in the identification of three core priorities and three cross-cutting themes tailored to H&F, with clear outcomes and deliverable work streams.

## LSCP Priorities for 2025-2028

### Priority 1: Staying Safe

This includes:

- Safeguarding Adolescents
- Responding to Child Sexual Abuse
- Strengthening the Protective Role of Education

### Priority 2: Early Identification and Prevention

This includes:

- Promoting Proactive, Preventative Practice
- Embedding Family-Led Decision Making
- Improving School Attendance Through Strategic Education Partnerships

### Priority 3: Think Family

This includes:

- Transitional Safeguarding
- Domestic Abuse Response
- Whole-Family Working

The **Voice of the Child**, **Anti-Racist Practice**, and **Multi-Agency Information Sharing** will run through all the priorities



As we move into the next phase of our safeguarding journey, the Hammersmith & Fulham Safeguarding Children Partnership is building on the strong foundations laid in 2024–2025. The past year has seen significant progress, from embedding new legislation and guidance to strengthening multi-agency collaboration and amplifying the voices of children and young people. Now, the focus shifts to the future — and it is an ambitious, inclusive, and forward-thinking one.

This is a Partnership that listens, learns, and leads. The next three years promise to be a time of innovation, collaboration, and impact.

The Partnership would like to extend their sincere thanks to Lucy O'Connor for Chairing the LSCP over the last 12 months. Lucy's ability to guide the partnership with clarity, purpose, and professionalism has been invaluable, especially in navigating complex safeguarding priorities and ensuring that all voices are heard. Her commitment to collaboration and accountability has helped strengthen our shared approach to protecting children and young people across the borough. We really appreciate the time, energy, and thoughtfulness she has brought to the role.

### Themes That Run Through Everything

Three cross-cutting themes will underpin all our work:

- 1) Ensuring that the voice of children and young people are heard, involved and empowered.
- 2) We want to ensure that anti-racist practice is embedded across the Partnership and that cultural competence and inclusive safeguarding approaches are priority areas.
- 3) We will work towards strengthening communication and collaboration across sectors.

### What's Coming Next...

The LSCP is already taking steps to bring these priorities to life. Plans include:

- Expanding reflective supervision in the voluntary youth sector.
- Launching the People's Family Panel to support those who don't meet statutory thresholds.
- Enhancing training offers, including domestic abuse, Child Sexual Abuse, and contextual safeguarding.
- Deepening youth involvement through co-produced resources, podcasts, and digital hubs.
- Improving attendance and emotional wellbeing through targeted education strategies.

# Appendix 1

## H&F LSCP Finances

Funding contributions from the statutory safeguarding partners are agreed by the Executive Group and reviewed annually to ensure that they can meet the financial needs of the arrangements. Despite the Partnership's strong delivery and impact, the funding landscape remains unequal. Increasing partner funding has been explored however, partners have made it clear that ongoing financial pressures mean they are currently unable to commit additional resources. Currently we are managing the LSCP within the resources available. Due to changes within the LSCP Business Unit, staffing costs will increase in 2025-26.

Total expenditure for the year was **£158,882**, with the majority allocated to staffing (£104,133 for staff costs in the LSCP Business Unit and £37,814 for Bi-Borough training), alongside costs for venue hire, supplies, website development, and the Independent Scrutineer. Any underspend is added to the LSCP reserves to ensure there are sufficient resources to fund LCSPRs, local learning reviews and any other unexpected costs.

<b>LSCP Funding</b>	<b>2024/25</b>
<b>Contributions</b>	
Local Authority	£139,400
Public Health	£39,100
Better Care Fund	£22,600
MOPAC	£5,000
HM Prison and Probation Service	£1,619
<b>Total Contributions</b>	<b>£207,719</b>
<b>Total Expenses</b>	<b>£158,882</b>