Local Safeguarding Children Partnership

Hammersmith & Fulham

2025-2026 Annual Report

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Foreword

Safeguarding children is everyone's responsibility, and this report reflects the dedication, expertise and commitment of partners across Hammersmith & Fulham who work every day to improve outcomes for children, young people and families.

Over the past year, we have seen a partnership that continues to mature, innovate and strengthen. We have refreshed our safeguarding priorities for the next three years, increased opportunities for children and young people to shape our work, and further embedded a culture of collaboration, learning and continuous improvement. From strengthening responses to child exploitation and child sexual abuse, to investing in early help and preventative support, partners have worked together to address both emerging and longstanding safeguarding challenges.

This report highlights a safeguarding system increasingly focused on prevention, relationships and impact. Children and families are benefitting from more coordinated support, stronger information sharing and earlier intervention. At the same time, our Independent Scrutineer has continued to provide challenge and assurance, helping us to strengthen governance, performance and accountability.

The year ahead will be equally important. National Reforms, increasing complexity of need and ongoing pressures across services require us to work even more closely together. We will continue to strengthen Transitional Safeguarding, focus on adolescent vulnerability, strengthen evidence of impact, and continue to ensure the voices of children and young people remain at the heart of everything we do.

We would like to thank all partners, practitioners, children, young people and families who have contributed to this work. Together, we are building a safeguarding system that is ambitious, inclusive and determined to make a lasting difference to the lives of children across Hammersmith & Fulham.





LSCP Local Safeguarding Children Partnership
Hammersmith & Fulham

Introduction from Our Designated Safeguarding Leads



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



Jennifer Roye
Chief Nursing Officer
West and North London Integrated Care System



Anthony Reseigh
Detective Superintendent
Head of Public Protection
Central West BCU, Metropolitan Police



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

Hammersmith & Fulham Local Safeguarding Children Partnership has continued to provide strong, visible and effective multi-agency leadership, resulting in further improvements in safeguarding practice and greater consistency in how partners work together to protect children and young people.

This year has been characterised by growing system maturity, with the Partnership maintaining a clear focus on its priorities. These have been strengthened through cross-cutting commitments to anti-racist practice, effective information sharing, and ensuring that the voices of children and young people shape both strategy and delivery. The co-produced and evidence-led development of these priorities reflects a confident Partnership that is increasingly aligned around both local need and lived experience.

We have seen clear progress in the way agencies are working together. Multi-agency collaboration has strengthened, with improved participation in strategy discussions, more effective escalation pathways, and increased practitioner confidence in joint working. This is increasingly translating into more timely and coordinated responses for children, stronger professional curiosity, and improved support for families at the earliest opportunity.

There has been tangible progress in addressing areas such as online harm, exploitation, and adolescent mental health, alongside a strengthened response to domestic abuse through the continued embedding of the Safe & Together model and a greater focus on whole-family approaches. The voice of children and young people has remained central throughout this work, with co-production directly informing safeguarding priorities, resources and service design.

The Partnership has continued to strengthen its culture of learning, reflection and continuous improvement. Enhanced oversight of rapid reviews, alongside a structured approach to embedding learning across the system, has supported positive developments in safeguarding practice.

This has been complemented by a comprehensive programme of training and workforce development, helping to increase confidence, consistency and shared responsibility across partner agencies. Building on these strong foundations, the Partnership is increasingly focused on evidencing impact, ensuring that learning and improvement activities translate into meaningful and measurable improvements in the lives of children and young people.

The Independent Scrutineer has provided robust assurance and constructive challenge throughout the year, and facilitated the LSCP Forum for which we are very grateful. This has strengthened accountability, sharpened the focus of subgroup activity, and supported improvements in key areas including safeguarding review processes, exploitation responses, and the Partnership's developing approach to performance and data. The focused scrutiny on child exploitation, in particular, has been instrumental in driving a more coherent and aligned system response.

Message from our Independent Scrutineer, Derek Benson

2025/2026 marks my first full year working as the Independent Scrutineer for the H&F LSCP, a period that allows for fuller and more evidence-based comment than last year. The partnership continues to function effectively, and is compliant with the requirements of Working Together. The Delegated Safeguarding Partners continue to demonstrate strong and visible leadership, working well together as an Executive Group that sets the direction and drives activity.

The chairing arrangements have undoubtedly benefitted from the consistency of leadership provided by the Executive Director of People's Services and Director of Children's Services, and latterly the Chief Nurse Officer for the West and North London Integrated Care Board, whose excellent chairing has created a vibrant & purposeful meeting. This, together with colleagues from the Metropolitan Police and with the additional benefit of the Director for Education, make a cohesive and child-centred team. The commitment to their role as advocates for the children and young people of the borough is evident, extending beyond the LSCP into other key areas such as Youth Justice.

The LSCP has sub-groups to allow multi-agency involvement in Learning and Development (L&D), Quality, Performance and Challenge (QP&C), and a Case Review Group that, like QP&C, continues to develop its sense of purpose and operating rhythm. Membership of the sub-groups is consistent and at an appropriate level of knowledge and seniority, a testament to those involved as the demands on their time remains high.

The Business Unit is an essential component of an effective LSCP, and the team in H&F continue to provide excellent support. They are always available bringing wisdom and energy to the range of functions of an LSCP. There are effective connections with neighbouring boroughs and across London.

Local arrangements also allow for regular dialogue with Sharon Lea, the Chief Exectuive of Hammersmith & Fulham Council and Councillor Sanderson, Deputy Leader (responsible for Health and Social Care and Children and Education); their commitment and passion to safeguarding children is clear and evident. Alongside 'business as usual', a bespoke piece of scrutiny was completed during the year regarding the LSCP's approach and preparedness in terms of exploitation. A further piece was commenced concerning Information Sharing and will be reported on in full in subsequent yearly reports.

The LSCP has maintained its child-focussed programme of work whilst remaining cognisant of various reform programmes impacting on partner agencies. There has been no let-up in that commitment to our children and young people.



Derek Benson, Independent Scrutineer, is a highly experienced safeguarding leader with more than 38 years of public service experience, bringing a wealth of strategic, operational, and collaborative expertise to the Hammersmith & Fulham Safeguarding Children Partnership.

At a Glance: About H&F



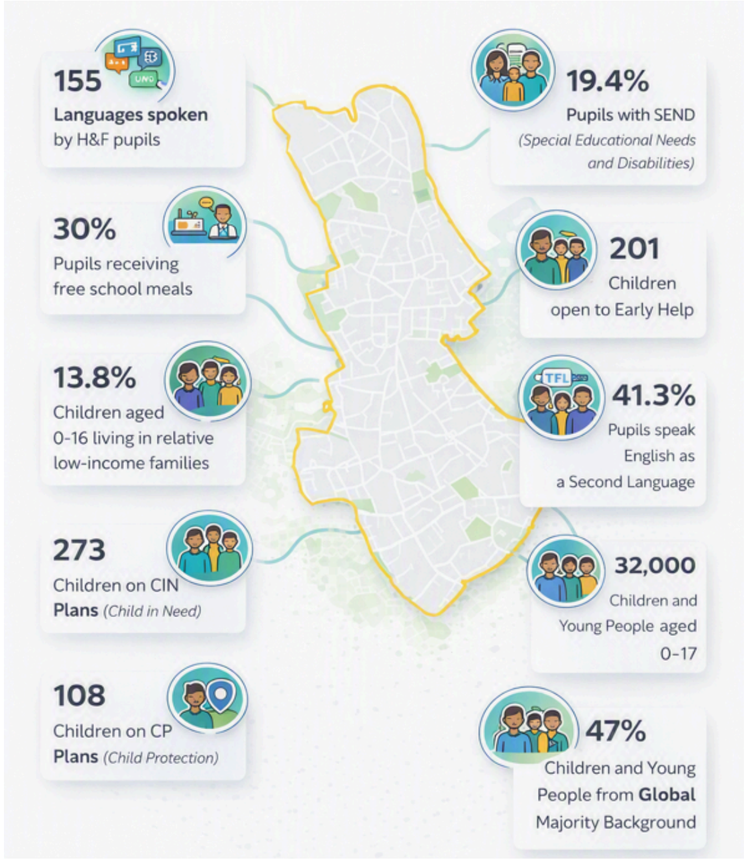
The total population in H&F in 2021 was

183,157

16% of the population is under 16 (19% in both London and England)

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





26,747
pupils across 63 H&F education settings

3,602
pupils are receiving **SEND Support**
AY 2023/24

or

13.5%
of H&F's **0 to 25 population**
England average was 13.6%

1,823
pupils on **EHC plan** in the Borough
May 2025

or

5.9%
of H&F's **0 to 25 population**
England average was 4.8%
AY 2023/24

Data sources: ONS 2024 Mid-Year Estimate; Local Authority Children's Services BI Portal; Draft DfE reporting - please note figures are draft and subject to change; Borough Profile.

At a Glance: About H&F

H&F Children's Health, Education and Social Care partnership has received the **highest possible outcome** from a joint CQC and Ofsted SEND inspection in February 2026:
'the local area partnership's special educational needs and/or disabilities (SEND) arrangements typically lead to positive experiences and outcomes for children and young people with SEND. The local area partnership is taking action where improvements are needed.'



The **attendance rate** for the 2025-26 academic year is 92.2%, which is above the national average.

The **persistent absence rate** is below the national average at 18.47%



189 Cared for Children

1,385 Child and Family Assessments were completed

Key Stage 2 results - Overall, **77.3%** of pupils achieved Reading, Writing and Maths at the expected level compared to 63.2% nationally. 20.2% achieved the higher grades (greater depth) across Reading, Writing and Maths.



There were **1,794** referrals made to the Initial Contact and Assessment Team (ICAT). **24.0%** of referrals were received from the Police, **23.1%** received from Education provisions, and **21.9%** were received from Health services.

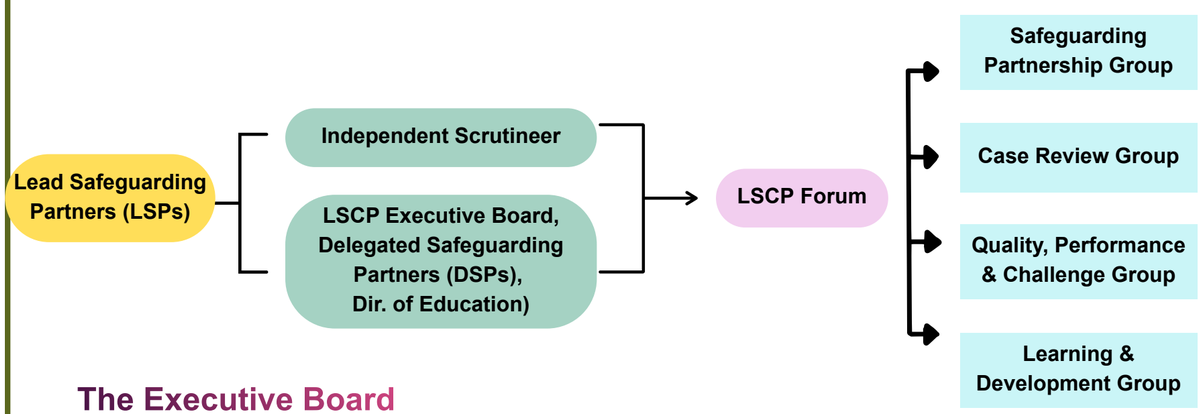


For the second year running, more than **30% of students achieved A to A* grades.** Almost 80% of all entries were graded A* to C (78.2%) in A-levels, BTEC, CTEC and T-level results.

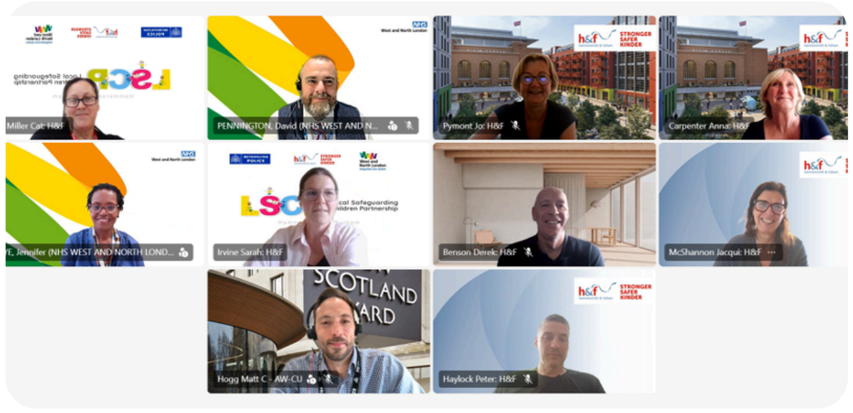
SEND Support pupils - **43.6%** achieved an expected level in Reading Writing and Maths in comparison to 25.5% nationally.

Data sources: ONS 2024 Mid-Year Estimate; Local Authority Children's Services BI Portal; Draft DfE reporting - please note figures are draft and subject to change; Borough Profile.

LSCP Governance and Accountability



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.

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.

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.

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*
- *Primary and Secondary Schools Head Teachers' Forums*
- *Designated Safeguarding Lead Network*

Our Partners

The LSCP brings together a wide range of partners from across organisations and agencies, all with a shared commitment to safeguarding and promoting the welfare of children and young people in the borough. By working collaboratively, we strengthen our collective response to local priorities and challenges, helping to ensure that every child is protected, supported and able to reach their full potential.

HAMMERSMITH Academy

mind

NHS Central London Community Healthcare NHS Trust

h&f hammersmith & fulham

NHS Imperial College NHS Trust

NHS Chelsea and Westminster Hospital NHS Foundation Trust

NHS West London NHS Trust

Jack Tizard School

Hammersmith and Fulham Central PCN

SAPERE AUDE
WEST LONDON FREE SCHOOL

METROPOLITAN POLICE

YOUNG HAMMERSMITH & FULHAM

NHS West and North London

Cambridge School

h&f hammersmith & fulham
(VAWG) Violence Against Women & Girls

Vanessa Nursery School

Randolph Beresford Early Years Centre

Miles Coverdale Primary School

TURNING POINT
inspired by possibility

EPICC

QUEENS PARK RANGERS
LOFTUS ROAD · LONDON · 1882

FFC

h&f hammersmith & fulham
H&F Adult Social Care and Safeguarding Adults Board

h&f hammersmith & fulham
H&F Community Safety

LSCP Key Activities Overview

A snapshot of activities undertaken and the impact the LSCP has across governance, safeguarding practice, youth engagement, quality assurance, and strategic development.

1 Youth Council & Participation

10 April 2025
Staying Safe webpage discussions begin with Youth Council members, who explained what their biggest safety concerns were, how they would like to receive information and what would make a tangible difference in their lives

3 June 2025
The LSCP attended a Youth Council meeting to progress the designing of the Staying Safe webpage. Young people enjoyed participating in this activity, and shared information about their experiences in the borough.



2 Partnership Governance & Leadership

25 April 2025
A Gambling & Gaming Short-Life Working Group established to provide help & support to young people.

1 May 2025
Safeguarding Partnership Group Meeting held, attended by multi-agency partners

10 July 2025
LSCP Executive Board held. New LSCP Priorities were agreed, and the board were updated on the progress of the national reforms.

17 July 2025
Safeguarding Partnership Group Meeting held, to discuss operational safeguarding matters.

3 Partnership Governance & Leadership

18 September 2025
The LSCP Forum takes place which is where strategic partners meet to promote safeguarding of children within their organisations.

23 September 2025
LSCP Planning Day, where we met & decided on key targets & goals for the year ahead in line with our priorities.

6 November 2025
the Safeguarding Partnership Group was held to discuss operational safeguarding matters.

13 November 2025
LSCP Executive Board met and progressed key agenda items.

11 December 2025
LSCP Forum held and attended by strategic leads

4 Quality Assurance, Learning & Reviews

5 May 2025
Rapid Review held to help us learn and strengthen systems in regard to a serious incident that occured in H&F.

22 May 2025
Learning & Development subgroup held which focused on training and CSA.

24 July 2025
Case Review Group, discussed progressing the work plan, and reviewed learning from recent LSCPR's.

4 September 2025
Learning & Development Subgroup met & progressed

22 January 2026 - Internal Independent LSCP Audit completed

5 Quality Assurance, Learning & Reviews

11 September 2025
Quality, Performance & Challenge subgroup held - focusing on strengthening strategy discussions & Sec11 plans

13 November 2025
Case Review Group discussed action plans arising from rapid reviews and updated the case tracker system

27 November 2025
Learning & Development Subgroup. Considered how to respond to recent National Panel guidance on on Racism.



LSCP Key Activities Overview

6 Strategic Development & Improvement Activity

16 July 2025
Section 175 initial planning meeting to agree questions and format of survey.

16 September 2025
Independent Scrutineer reviews governance, structure, and provision around CCE and CSE in H&F.

9 October 2025
CSA Planning Group, agreed TOR, membership of steering group and who would chair.

20 October 2025
Transitional Safeguarding Planning Meeting. Reviewed Core Membership of working group and outputs required.



7 Strategic Development & Improvement Activity

9 December 2025
Meeting held with key educators to establish next steps on potential Education Sub-group

15 December 2025
CSA Strategy Planning Meeting, focused on National Panel findings from their report 'I wanted them to notice' & how to incorporate into our CSA strategy.

13 January 2026
Transitional Safeguarding progress meeting - explored feedback from key partners on different models.

30 January 2026
CSA Strategy Meeting. Developed project tracker

13 February 2026
Transitional Safeguarding Meeting, confirmed, scope, criteria and purpose.

8 Multi-Agency Practice & Emerging Issues

14 October 2025
BCU Public Protection Team meeting at New Scotland Yard with partners to strengthen response to VAWG

23 October 2025
Supervision Task & Finish Group met to understand how the VCS and LSCP can support safeguarding supervision in the youth sector.

29 October 2025
Stop & Search Focus Group with London Councils, Carleen Firmin shared information from the local audits carried out & planned next steps.

9 Multi-Agency Practice & Emerging Issues

26 September 2025
Met Police Remand Policy discussion on the management of high harm young people committing offences in London.

17 December 2025
Supervision Task & Finish Group met to discuss survey results, and building guidance for smaller provisions.

27 February 2026
Multi-agency AI discussion to consider producing guidance for practitioners when using AI Platforms.

17 March 2026
Presented Victoria Marten & Sara Sharif findings to GP Network.



10 Impact of LSCP activity

This has been a busy year, and during the course of 2025/26, the LSCP has strengthened multi-agency safeguarding arrangements, driven Strategic improvement, embedded the voice of children and young people, and promoted learning and collaboration across the partnership to improve outcomes for children and families of Hammersmith & Fulham. We have also renewed our priorities and cross-cutting themes for the next 3 years in consultation with our young people and partners.



Key Decisions and Actions

H&F Safeguarding partners have made key strategic decisions and actions to strengthen multi-agency safeguarding arrangements and improve outcomes for children and young people over the last year.

1. New LSCP priorities were agreed informed by multi-agency consultation and direct engagement with children and young people. The new priorities reflect local need and children's lived experience, with a clear emphasis on adolescent safeguarding, early help and prevention, and a "Think Family" approach.

2. The Partnership has taken forward targeted system improvements in response to learning from reviews and emerging risks, including strengthening its approach to child sexual abuse through the development of a dedicated Practice Support Hub, and increasing focus on online harm and exploitation through multi-agency task and finish work.

3. A key area of action has been the strengthening of whole-family and relational approaches, enhancing Family Led Decision Making and the continued implementation of the Safe & Together model. These approaches reflect a continued drive towards earlier intervention, prevention and strengthening family resilience.

4. In response to national reform and local system priorities, partners have progressed work to strengthen integrated multi-agency arrangements, including the development of Family Help models, increased collaboration through the MASH, enhancing family-led decision making, and development of Multi-Agency Child Protection Team (MACPT) models.

5. Strong progress has been made in enhancing partnership governance, scrutiny and performance. A strengthened performance framework, increased multi-agency audit activity and a focused action plan on child exploitation have supported greater oversight, accountability and continuous improvement across the partnership

6. Finally, there has been a continued commitment to embedding the voice of children and young people in decision-making, with co-production influencing both strategic priorities and service development, ensuring that safeguarding arrangements remain responsive to the lived experiences of children and families.

Together, these decisions and actions demonstrate a Partnership that is increasingly aligned, evidence-informed and focused on delivering a coordinated, preventative and impactful safeguarding system.

How we know the partnership is making a difference for children in H&F

Through performance monitoring across the Partnership, we have identified key evidence demonstrating the positive difference the Partnership has made to children in H&F during 2025–2026.

How do we know?

We can demonstrate this impact through a range of processes, activities and services. Together, these provide assurance that the Partnership is improving outcomes and making a meaningful difference in the lives of children in H&F.

Feedback Loops

- Direct feedback from children, young people, their families, and partner agencies
- Multiple, well-used feedback loops for children and young people to share their opinions and experiences
- Case Studies
- Direct feedback from practitioners via multi-agency and individual agency surveys and supervision

Engagement and Participation

- Active youth voice and participation activities across the partnership, such as the Youth Council, EPICC and EPICC+, CAMHS Youth Ambassadors
- Strong attendance and engagement by partners at multi-agency forums, such as the Safeguarding Partnership, to share concerns, practice, good news stories, and create multi-agency task and finish groups that collaboratively address specific safeguarding issues
- Young Inspectors Panel – young people are embedded in practices within the local authority, such as recruitment panels and have co-produced activity programmes
- Bespoke programmes and activities in place for Young Carers

Quality Assurance Activities

- Internal quality assurance programmes
- Thematic multi-agency audits
- Independent Scrutiny activities
- Inspection outcomes
- Section 175 audits and a bespoke support for education partners
- Analysis of data regarding referrals by partner agencies and strategy discussion attendance
- Section 11 audits

Operational Practice and Monitoring

- The roll-out and monitoring of CP-IS use
- Risk and vulnerability trackers used within robust multi-agency panels
- LSCP and individual agencies' training programmes, including co-delivery opportunities to improve understanding of the roles and responsibilities of other agencies
- New LSCP Priorties reflect local need
- Embedded systemic practice by Children's Services
- The increased use of Family Group Conferences
- Embedded wellbeing practitioners for care experienced young people
- Strong links with Corporate Parenting Board
- Successful outcomes from the Life Long Links Service

Relationships

- Strong challenge and escalation culture
- The LSCP's links with youth voice and participation
- Robust information sharing between the LSCP and Education partners via Head Teachers' Forum and DSL Network

Awareness Raising

- Presentations by partners and other organisations to the Forum, Safeguarding Partnership, DSL network, Health and Children's Services Staff events, such as Private Fostering, The 'Com', led to reflection of understanding and practice.
- Information sharing of key topics and campaigns, such as window and water safety and Safer Sleeping (such as ICON), is promoted on the LSCP website.

How we know the partnership is making a difference for children in H&F

Through the range of processes, activities and services identified, the Partnership’s collective efforts, commitment, and practice have identified positive outcomes to the lives and experiences of children and families in H&F.

Children are receiving help earlier

Building on established multi-agency collaboration through the MASH, strategy discussions and partnership forums, partners have continued to identify and respond effectively to safeguarding concerns, ensuring children and families receive timely and appropriate support and promote positive outcomes.

Children are experiencing more joined-up support

Information sharing arrangements and coordinated decision making enable professionals to develop a holistic understanding of children's needs. Strong partnership working supports the delivery of coordinated services, ensuring children and families experience a joined-up response to their support and safeguarding needs.

Families are involved in decisions

Building on strong Early Help, family support and Family Group Conferencing arrangements, the partnership continues to promote relational and family led approaches.

Young People at risk receive safeguarding support

Adolescents at risk of exploitation, violence,or poor mental health are receiving targeted and coordinated support. Instensive outreach, risk planning, and diversionary programmes are helping young people move away from harm and engage in education, training, and positive activities.

Children and young people have a strong voice

Children’s voices shape and influence safeguarding priorities, resources and service design across the Partnership and feel listened to by services.

Children in schools and early years settings are supported and protected

The partnership's ongoing investment in safeguarding training, leadership and engagement continues to support confident and informed safeguarding practice across education and early years settings, helping to ensure children receive timely and appropriate support.

Cared for children and young people receive holistic support

Cared for children and young people are being supported to flourish through relational, holistic care, expanded mental health support, greater placement stability, and meaningful participation.

Children with health needs receive coordinated care

Health services have improved information sharing across acute, community, and mental health settings which have strengthened identification and response to risk, particularly for children presenting in crisis or with complex needs.

Our Partnership Priorities

At the end of March 2025, Hammersmith & Fulham LSCP undertook an inclusive approach to developing new priorities for the next three years. The new priorities reflect **local need**, are informed by **evidence**, **real time feedback**, and **co-produced** with partners, children, and young people

These priorities reflect real and emerging risks within the borough, as well as national trends. They also reinforce shared ownership across the Partnership, recognising that safeguarding is most effective when it is understood as a collective responsibility.

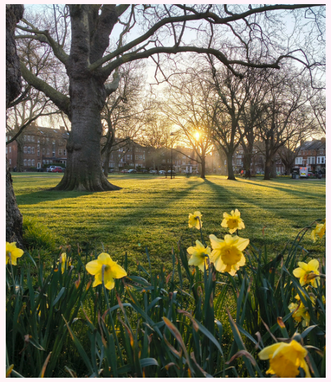
This year has focused on **building the foundations** needed to deliver these priorities. We have begun turning our ambitions into action through continued engagement with partner agencies, children, young people and families, ensuring that implementation is shaped by a wide range of perspectives and lived experiences.

Our focus in 2025-2026 was on **the reach and implementation of key activities** across the partnership to enable us to demonstrate longer-term impact on the activities undertaken for each priority. Over the next two years, we will be looking at how the implementation of these key activities, such as the Multi-Agency CSA Strategy, Transitional Safeguarding Task and Finish Group, and further embedding of the Safe & Together Model, has led to a **change in practice**, **increased awareness**, and **confidence** amongst practitioners through evidence gathered from **feedback forms**, examples of decisions or actions influenced by these activities, **case studies**, and **reflective accounts from children and families**.

We wll continue to strenthen the evidence of impact on children, young people, and families across Hammersmith & Fulham.

Staying Safe	• Safeguarding Adolescents • Responding to Child Sexual Abuse • Strengthening the Protective Role of Educations
Early Identification and Prevention	• Promoting Proactive, Preventative Practice • Embedding Family Led Decision Making • Improving School Attendance through Strategic Education Partnerships
Think Family	• Transitional Safeguarding • Domestic Abuse Response • Whole-Family Working

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





The information presented in the Priority Activities section outlines some highlights from the work undertaken to date and the progress made in developing and embedding the Partnership's agreed priorities. As the LSCP remains in the implementation and embedding phase of this work, the activities described are focused on building the foundations for sustainable change. The outcomes, impact, and measurable improvements arising from these actions will be evaluated and reported in subsequent reports as the priorities become more established and embedded across the partnership.

Priority 1: Staying Safe Activities

The LSCP has taken robust action to enhance the safeguarding response for children and young people facing online harm, exploitation, child sexual abuse, peer abuse, mental health need, and educational vulnerability.

- Established local H&F Operational MACE (Multi-Agency Child Exploitation) and STROTH (Strategic Risk Outside the Home) arrangements.
- The development of the LSCP CSA Strategy is being directly informed by the findings from a structured programme of work undertaken within the CSA Steering Group
- A Task and Finish Group was established to strengthen local pathways of support for gaming and gambling related harms.
- Online Safety Task and Finish Group established to coordinate practical responses to digital risk.
- The Education Subgroup has been established to strengthen safeguarding leadership across education, to assist schools in identifying need earlier through support, robust information sharing, and effective multi-agency working.
- Project ADDER and school engagement are supporting earlier identification of drug-related risk and substance misuse concerns.
- Independent scrutiny of child exploitation has led to a detailed partnership action plan and strong alignment with pan-London developments.
- Multi-agency partnership working has promoted awareness and response to exploitation, online harm, peer on-peer abuse, cyberbullying and substance misuse, ensuring support pathways are clear and accessible.
- Talking Therapies expanded for 16-17 year olds to strengthen early and accessible mental health support.
- H&F Resilience Service supported 40% more young people than the previous year, achieving outcomes for young people becoming drug and alcohol free, that outperform those of neighbouring boroughs

Priority 2: Early Identification and Prevention Activities

The LSCP has maintained a relentless preventative focus, strengthening early help, family led approaches and education partnerships so risk is identified earlier and families receive the right support at the right time.

School Avoidance (EBSA) guidance is in place to support the early identification of children at risk of disengagement from education, enabling timely pastoral support and trusted adult relationships to promote attendance, wellbeing, and educational engagement.

Integrated, preventative support is being strengthened through alignment with the Families First Reforms

The DSL Network promotes shared learning, consistent decision-making, and collaborative working across schools.

Continued to strengthen coordinated, relationship-based support for young people transitioning into adulthood, maintaining a focus on continuity and trusted relationships

Embedding family led decision making across the Partnership.

Dedicated post established within the Resilience Service to work directly with schools, providing targeted support for children and young people where there are concerns relating to substance misuse.

Priority 3: Think Family Activities

The LSCP has embedded a strong whole-family approach, reducing siloed practice and recognising that children's safety must be understood within the wider family and community context.

Advance provide trained IDVAs who interface directly with these acute health, mental health, and community touchpoints.

Domestic abuse practice is increasingly inclusive, culturally informed and connected to specialist services including IDVAs

Continued to strengthen coordinated, relationship-based support for young people transitioning into adulthood, maintaining a focus on continuity and trusted relationships

Whole-family approach is promoted across children's services, adult mental health, substance misuse, health, education and the voluntary sector.

Established a Transitional Safeguarding Working Group in collaboration with Adult Social Care and the Safeguarding Adults Board to improve coordinated support for vulnerable young peoples.

The Safe & Together model continues to be embedded focusing on perpetrator accountability, support for the non-abusive parent and strengthening professional understanding of coercive control.

Independent Domestic Violence Advisors (IDVAs) are established in key health locations in H&F, including Charing Cross Hospital, GP surgeries through iRISi which is a NWL NHS initiative.

Cross-Cutting Priorities

A connected safeguarding system: Voice of the Child, Anti-Racist Practice, and Multi-Agency Information Sharing sit across all priorities. These committments help ensure the LSCP remains child-centred, inclusive, and evidence-informed. Work will continue on these cross-cutting themes, and the impact of the activities will be discussed in next years annual report.

Voice of the Child

Youth Council, Children in Care Council (EPICC), Care Experienced, Young Health Ambassadors, surveys and consultation activity.

Voice of the child has remained central, with increasing emphasis on co-production and direct engagement with children and young people. Through the work of the Youth Council, Children in Care Council (EPICC), Care Experienced and Young Health Ambassadors; young people have contributed to shaping safeguarding activity, particularly in areas such as online safety, mental health and public health messaging. This has ensured that the Partnership's work is grounded in the lived experiences of children and young people and reflects their priorities and concerns.

Anti-Racist Practice

Reflective learning, quality assurance, community engagement and focus on disproportionality, bias and barriers to engagement.

Anti-racist practice continues to be strengthened across the partnership, supporting inclusive, culturally informed and equitable safeguarding services. Partners are increasingly considering how race, culture, identity and lived experience influence both the experience of services and safeguarding outcomes.

During the year, anti-racist principles have informed wider partnership activity and strengthened partnership working through enhanced engagement with children, young people and families, increased use of family-led approaches, and deeper collaboration with voluntary and community sector organisations. This has improved our understanding of diverse communities and supported more responsive, inclusive services that better meet local needs.

Learning from audits, reviews and multi-agency discussions has encouraged reflection on disproportionality, unconscious bias and barriers to engagement, helping to strengthen professional curiosity and inclusive safeguarding practice. The Partnership recognises that this is an ongoing journey and will continue to build its understanding of the experiences and outcomes of different communities.

Multi-Information Sharing

Stronger strategy discussions, shared intelligence, audit activity and improved links with the voluntary sector.

Multi-Agency Information Sharing has remained a critical area of focus, there has been renewed emphasis on strengthening information sharing between agencies, improving attendance and engagement in strategy discussions, and ensuring that safeguarding decisions are informed by the fullest possible picture of a child's life. Work is being undertaken to strengthen links with the voluntary sector, recognising the valuable intelligence and insights held within these services and the need to better integrate this into the wider safeguarding system.

Together, these cross-cutting themes support a more connected, inclusive and child-centred safeguarding system, ensuring that the Partnership continues to evolve in response to both emerging risks and the lived experiences of children and families.

Children and Young People's Voice and Participation

Youth Voice

Through meaningful participation and co-production, children and young people are exceptionally motivated to influence the design of services, shaping partnership priorities and strengthening safeguarding practice across Hammersmith & Fulham.

You Said

Key themes our young people told us about

Being listened to and involved

Young people emphasised that being heard, taken seriously and able to influence change is key to building trust in services

Mental health and emotional wellbeing

Young people called for improved access to support and more open conversations about mental health

Accessible, youth-friendly information

Young people asked for clearer, centralised information about what support is available and how to access it

Online safety and digital wellbeing

Concerns included harmful content, social media stress, cyberbullying and unsafe online interactions

Healthy relationships and personal safety

Young people identified the need for clearer education, safe spaces to discuss relationships and sexual health, and support to recognise harmful behaviours

What's been done

Young people worked with partners to co-produce:

- Digital resources
- Online safety materials
- Youth-led podcasts
- PSHE and school-based resources

The Youth Council, with over 40 active members, led engagement activity across the borough with support by the LSCP. Children and young people shared their views through:

- Surveys and structured research
- Outreach sessions
- School and community engagement
- Direct consultation
- Local, regional and national forums



The impact this made

H&F young people are directly influencing both strategic decisions and practical delivery.

Young people's participation has gone beyond consultation and directly influenced service design. Youth Council members are involved in co-producing the development of the Staying Safe webpages, contributed to the design of the Occupational Therapy Support Hub, and influenced borough-wide community safety consultations, ensuring services and information are more accessible and responsive to young people's needs

Young people have influenced local strategies and service areas, including:

- Drugs and vaping
- Community safety
- School nursing
- Online harm and digital safety

Young people's insights have shaped partnership responses to emerging risks, particularly online harm, supporting multi-agency awareness and prevention activity

Youth-led resources, including podcasts on healthy relationships and co-produced PSHE materials, are now being used in schools

Digital platforms such as the Best for You mental health website and the H&F Youth Hub have been co-produced to provide accessible, centralised information for young people

Children and Young People's Voice and Participation

Participation Service & EPICC

During 2025–2026, the Participation Service has strengthened participation and engagement for our cared for children and care experienced young people, ensuring their voices are central to safeguarding practice and service delivery.

What's been done

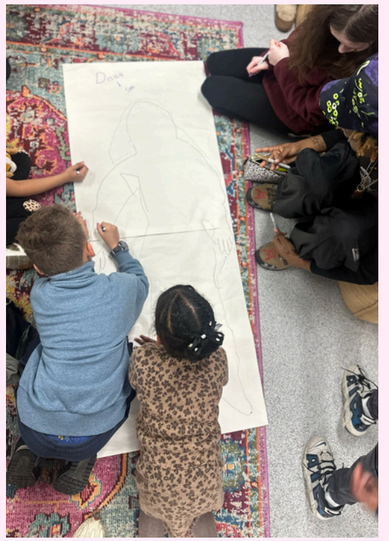
- The **Participation Strategy 2026–2028** was launched, setting out a structured approach to embedding the voice of care-experienced young people in:
  - Decision-making
  - Service design
  - Strategic planning
  - Safeguarding responses
- Opportunities for young people to share their views have increased, ensuring lived experience informs both individual support and wider system improvement.
  - Young people are listened to in lots of different ways. These include events, fun days out, group conversations, EPICC, surveys, workshops, youth inspections, and recruitment panels.
- The **Care Leavers' Hub** has been further developed as a safe, consistent and welcoming environment.
  - The Hub's offer has expanded to include: A broader programme of activities, Targeted support interventions, Culturally inclusive events, Relationship-building opportunities and Practical and emotional support
- Re-launched the Cared for Children and Care Leavers Council, now known as **EPICC** (Empowering People in Care Council) and **EPICC Plus**, which is for our care leavers.
- **Total Respect training** is being delivered by care experienced young people for professionals who work with cared for children or for those who made decisions affecting their lives, including directors and Elected Members

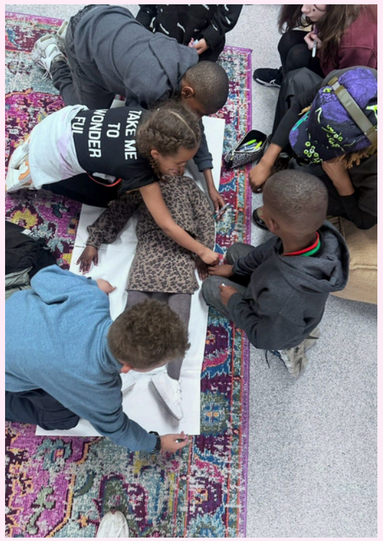
The impact this made

- The Participation Strategy has supported a **stronger culture of co-production.**
- Care-experienced young people's voices are being more **consistently heard and acted upon**.
- Increased participation has improved the partnership's understanding of risk, need and lived experience, and contributes to enriching **Corporate Parenting responsibilities**.
- Engagement has increased, including from young people who may previously have been underrepresented.
- The Care Leavers' Hub is increasingly viewed as a **"home-from-home"**, helping to reduce isolation, strengthen relationships, promote emotional wellbeing, and build a stronger sense of belonging
- **Culturally responsive** activities have helped young people feel recognised, valued and connected.
- Total Respect training encourages professionals to be aware of and challenge the assumptions that are made about young people and **understand the experiences of young people** who use their services

Future Plans

- Create **EPICC Champions** to represent young people's views at the Corporate Parenting Board
- Expand **digital and virtual participation** through social media, apps, website updates and online engagement
- Co-produce a **participation brand and logo** with young people
- Introduce rewards, incentives and **accreditation** to recognise participation





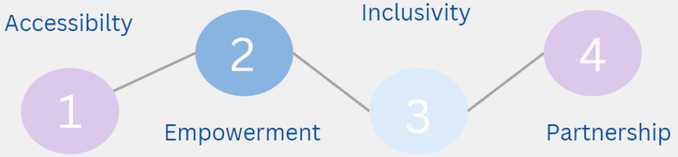
Children and Young People's Voice and Participation

West London NHS Trust CAMHS Youth Ambassadors

There are seven Youth Ambassadors who are employed to champion the needs of children and young people accessing CAMH services, ensuring their views are heard and acted upon. Using their own experiences of receiving services from CAMHS, they aim to influence, redesign, develop, and improve the service, and collate feedback to inform positive change. They are also actively working to increase community outreach projects to make CAMHS more visible to the communities they serve.

Our Four Aims

We aim to implement our own six principles of coproduction by adhering to the four key foundations of our work:



What's Been Done

- The Youth Ambassadors have starred in a video to increase exposure
- Supported Resident Doctor Training
- Co-delivered staff training on social media and AI use in youth clubs in West London
- Designed new posters for Speak CAMHS phone line
- Co-produced resources for service users to gather feedback

How the Youth Ambassadors Make an Impact

The Youth Ambassadors run young person and LGBTQ+ forums in West London CAMHS, including Service User Involvement Forums where they work alongside clinicians to facilitate the forums.

They are currently working on creating presentations to inform parents and carers about ADHD, co-facilitating an art workshop with clinicians in H&F for service users, working with Alliance to create welcome packs for service users, and working with the LSCP to deliver a 'Youth Voice Day' in early 2027.



Who do we Co Produce with?





Children and Young People's Voice and Participation

Developing Our LSCP Website with Young People

What we've done
The LSCP website continues to be a key platform for sharing safeguarding information, guidance, and learning with professionals, partners, and the public. Over the past year, we have strengthened the site to improve accessibility, transparency, and the visibility of support pathways.

What we're doing next
We are now taking this further by working directly with young people to co-create a dedicated youth-led section of the website.
Young people across the borough will:

- Design and produce their own content
- Share messages, advice, and resources that matter to them
- Help shape how safeguarding information is communicated to their peers.

Why this matters
This work reflects our commitment to:

- Co-production and genuine youth voice
- Making safeguarding messages more accessible and relevant
- Supporting skills development and future opportunities for young people
- Supports borough wide initiatives and the Council's primary pledge to connect local young people with the "industries of the future," ensuring all residents regardless of background have clear pathways into high-paying, future-proof careers. The borough's employment and training opportunities are primarily driven by the H&F Pathway Bond, the Creative Enterprise Zone, and local youth partnerships

Building skills and opportunities
This initiative will also provide young people with hands-on experience in:

- Website design and content creation
- Understanding how digital platforms are managed
- Learning about the "back-end" of maintaining a live website
- Develop practical digital skills and explore pathways into creative and technical careers.

Children and Young People's Voice and Participation

FUTURE Focus

The LSCP will continue to embed participation, strengthen engagement, and co-production across the system



Maintaining a strong focus on co-production, inclusion and relationship-based practice



Expanding participation opportunities and activities for a wider and more diverse group of care experienced young people.

Strengthening engagement with young people who may be underrepresented, including:

- **Unaccompanied Asylum-Seeking Children**
- **Young parents**
- **Young people with SEND**
- **Young people involved in the youth justice system**



Continuing to develop the Care Leavers' Hub as a central part of the local offer

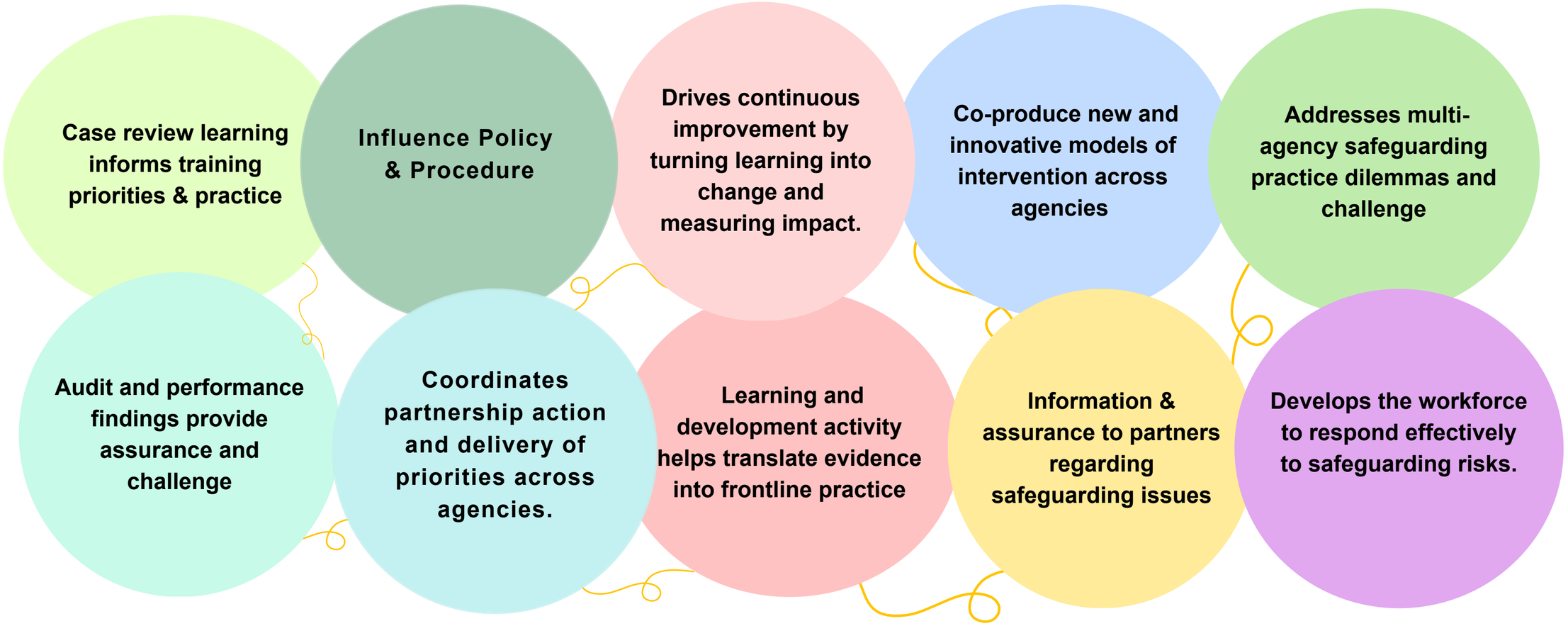


Ensuring young people can clearly see how their views influence service development and safeguarding responses, such as input to the LSCP Website

LSCP Subgroup Activies

During 2025-2026, the partnership subgroups have continued to drive improvement across learning, review, assurance and practice. Each subgroup has increased emphasis on impact, evidence of change and future improvement and has a direct feedback loop with the LSCP Executive Board, Forum, and our young people to drive forward change and strengthen practice.

The subgroups work as a connected improvement system; this creates a clearer line of sight from identified safeguarding themes, through partnership learning and scrutiny, to measurable changes in multi-agency practice.



Case Review Subgroup

Strengthening oversight of safeguarding reviews and ensuring learning from serious incidents, Rapid Reviews and complex cases is embedded across the partnership. The subgroup has strengthened review oversight and accountability, with a future focus on evidencing changes in practice and using thematic learning to address complex safeguarding issues.

Case review tracker revised and updated to display active cases, associated action plans, and reflect responses to National Learning Reviews.

This demonstrates an integrated process for safegaurding reviews across partner agencies.

Rapid Reviews managed and action plans aligned with national expectations

Learning is captured and translated into measurable actions.

National Panel guidance incorporated to ensure high quality future reviews.

Positive National Panel feedback recognised the quality of local review processes and multi-agency contributions. Additions of pen pictures and genograms were cited as 'helpful.'

Thematic learning activity explored exploitation, serious youth violence, and complex safeguarding themes. Learning from National and Local Reviews.

Proportionate and nuanced understanding of complex safeguarding issues.

Collaboration work in relation to pathways and admissions for children with complex needs. mental health needs in acute settings, CSA and transitional safeguarding

Building on established oversight arrangements, the subgroup has continued to promote learning from safeguarding reviews, Rapid Reviews and complex cases across the partnership

Next Year's Focus

Continue to evidence the impact and evidence of change from review action plans.

Continue refining case review processes, Terms of Reference and alignment with national guidance.

Maintain oversight of emerging safeguarding issues and ensure appropriate escalation and review, including learning from national reviews is cascaded, assurance sought relating to our practice and development of action plans as a result

Develop thematic and multi-case learning approaches, particularly around exploitation and serious youth violence.

Quality, Performance & Challenge Subgroup

The subgroup has significantly strengthened the Partnership's ability to provide robust scrutiny, constructive challenge and meaningful assurance across the safeguarding system. Bringing together performance data, audit findings, practitioner insight and feedback from children and families, the group has developed a more rounded understanding of practice and a stronger focus on evidencing impact. Attendance and engagement from partners remains consistently high, demonstrating a shared commitment to transparency, accountability and continuous improvement. Looking ahead, the subgroup will continue to build on this strong foundation by embedding performance and assurance arrangements that not only identify areas for development but clearly demonstrate how learning is translating into improved practice and better outcomes for children.

At a glance

Partnership performance framework developed to move beyond metrics and include qualitative insight, case studies and evidence of impact

Section 11 audit arrangements progressed through a task and finish group, with rollout planned in 2026/27

Section 175 safeguarding audits expanded across education settings, with analysis feeding into practice improvement and DSL networks

Pan-London Stop & Search audit delivered and responded to with safeguarding and early intervention focus

Quality and effectiveness of multi-agency strategy discussions reviewed, including attendance, contribution and system barriers

Multi-Audits Audits carried out reviewing the current response to CSA

Impact

Improved ability to understand, evidence and challenge safeguarding practice across the partnership

Robust assurance arrangements and a coordinated approach to statutory audit activity

Greater insight into safeguarding practice in schools, including strengths and areas of variability

Preventative safeguarding approach linked to Stop & Search findings, communication and early help

Improved understanding of multi-agency working, including both strengthened partner involvement and capacity demands.

Understand the strengths and areas for further development which will inform the CSA Strategy

Next Year's Focus

Embed the performance framework and ensure consistent, meaningful reporting from partners

Deliver and analyse Section 11 audits, using thematic analysis to
identify system-wide strengths and any gaps.

Continue developing Section 175 audit activity and strengthen links to practice improvement

Strengthen multi-agency strategy discussions with focus on quality, participation and impact

Expand coordinated multi-agency audit activity aligned to partnership priorities

Safeguarding Partnership Group

The Safeguarding Partnership Group continues to play a critical role in connecting frontline safeguarding practice with strategic leadership, ensuring that operational learning, emerging risks, challenges, and examples of effective practice inform the work of the LSCP while strategic priorities are embedded across partner agencies.

The group remains well attended by a wide range of partners and has strengthened multi-agency collaboration by providing a forum to share safeguarding concerns, innovative practice, service developments, and responses to complex safeguarding issues. Discussions have covered a broad range of topics including child sexual abuse, domestic abuse, adolescent safeguarding and exploitation, online harms, gaming and gambling, substance misuse, mental health, school attendance, youth participation, reflective supervision, and a range of child safety issues.

Targeted Task and Finish Groups have been established to progress work on reflective supervision within the voluntary sector, gaming and gambling, online safety, and child sexual abuse.

Next Year's Focus:

Continue supporting delivery of LSCP priorities.

Maintain a focus on safeguarding adolescents.

Strengthen the identification and response to Child Sexual Abuse.

Deliver a 'Youth Voice Day'.

Continue to embed the 'Voice of the Child' throughout partnership activity.

Support the continued implementation and embedding of the Social Care Reforms.

Impact

Increased practitioner awareness and understanding of key safeguarding risks, including online exploitation, harmful online communities, gaming and gambling harms, substance misuse trends, and adolescent vulnerability.

Strengthened multi-agency working, partnership learning, shared problem-solving, and understanding of agency roles and responsibilities.

Supported the partnership's ongoing focus on Child Sexual Abuse (CSA) through contributions to the CSA Steering Group & development of the CSA Strategy.

Ensured the voices of children and young people informed partnership discussions and priorities, particularly in relation to online safety, healthy relationships, vaping, and digital wellbeing.

Provided constructive challenge to improve communication, engagement, information sharing, and operational safeguarding practices across the partnership.

Learning & Development Subgroup

The subgroup has driven significant improvements in the Partnership's learning and development offer, creating an agile, forward-looking and impactful programme of work. By placing quality assurance, evaluation and emerging safeguarding challenges at the heart of its activity, it has strengthened the Partnership's ability to turn learning into action and action into measurable improvements in safeguarding practice and outcomes for children.

Evaluation Working Group established to gain understanding of what impact training is having on practice.

Core and specialist safeguarding training delivered, including Level 3 Safeguarding, Safer Recruitment, Child Protection Conferences & case review learning

Stronger focus on recognition and detection of Child Sexual Abuse. Increasing Manager confidence in response to CSA.

Strengthened quality assurance through enhanced feedback, including mystery observers in training sessions.

Training delivery models adapted to facilitate optimum participation

Learning from national and local reviews and LSCP audit activity is shared across agencies and continues to influence training priorities.

Next Year's Focus

Enhance the CSA training offer, including multi-agency resources and events. CSA Conference to be held, strategy to be delivered

Continue embedding anti-racist practice and learning from national reviews.

Strengthen engagement and attendance by extending training reach.

Enhance our evaluation framework using feedback from practitioners and managers.

LSCP Training

During 2025 to 2026, the Partnership has continued to invest in a skilled, confident and responsive multi-agency safeguarding workforce. This is central to improving outcomes for children and families because stronger shared learning, consistent practice and professional curiosity help partners identify risk earlier, respond more effectively and embed learning into day-to-day safeguarding practice.



Key changes

Broader training programme Level 3 safeguarding, child protection processes and safer recruitment remain core, with specialist learning on child sexual abuse, exploitation, online safety, SEND, neurodiversity and mental health.	**Responsive learning** Training is shaped by learning from reviews, audit findings and partner feedback, ensuring the offer remains attuned to the changing safeguarding landscape.	**Delivery and assurance** Multi-agency co-delivery and strong quality assurance are supporting reach, consistency and shared ownership across the partnership.
Evaluation is strengthening The Evaluation Working Group is enhancing the Partnership's understanding of attendance trends and providing evidence of how learning is influencing and improving practice.	**Evidence of practice impact** Partners report increased practitioner confidence, stronger professional curiosity, improved referral quality and more consistent safeguarding responses.	**Sustaining the impact** Further work is needed to measure outcomes for children, address attendance variability and support engagement, and finding innovative ways of working.

What this means in practice

Positive changes already being seen

- Greater practitioner confidence and consistency in safeguarding responses.
- Stronger professional curiosity and improved decision-making.
- Better identification of child sexual abuse, online harm and safer recruitment risks.
- High levels of training compliance and supervision across health and wider partners are strengthening safeguarding culture.

Areas we're improving

- Enhanced systematic measurement of training impact on outcomes for children and families.
- Capacity pressures across health, policing and local authority services affecting engagement and consistency.
- Emerging themes such as neurodiversity, mental health need, neglect and complex risk require continuing adaptation.
- Variability in attendance highlights the need for equitable access across all partners.

Responding to National Reforms

The Partnership has played an active role in supporting the embedding of the Social Care Reforms; Families First Partnership, Best Start in Life, and expectations in Working Together to Safeguard Children 2026. The local response is building on existing integrated, relationship-based and preventative arrangements so that children, young people and families receive earlier, better coordinated and more consistent support. The LSCP is responding to national reforms by strengthening early and family-centred help, further enhancing established integrated child protection arrangements, and building on established governance, learning and impact frameworks, the partnership will continue to support the effective implementation of reforms and evidence their contribution to improved experiences and outcomes for children and families.

Reforming Family Help and early preventative support

- Building on established strengths, Hammersmith & Fulham's Families First approach has continued to evolve; supporting integrated and family-centred practice across the continuum of need.
- Testing new ways of working that promote earlier intervention, reduce fragmentation and improve the experience of children and families, such as the new Adolescent Family Help Team - Test & Learn Pilot currently underway.
- Using engagement and co-production with practitioners, managers, children, young people and families so reform is informed by local experience and builds on existing strengths.
- Supporting the Family Help model, bringing Early Help, Contact and Assessment, Family Support and Child Protection services closer together.
- Introducing a Family Help Hub test-and-learn approach to support families at the right time while maintaining trusted relationships and reducing unnecessary transitions.
- Aligning Family Help with Hammersmith & Fulham's systemic and relational practice, prevention, early help and family-led decision making priorities.

Strengthening multi-agency child protection and safeguarding coordination

- Continuing progress towards Multi-Agency Child Protection Team (MACPT) arrangements, with health, police and children's services shaping local implementation.
- Strengthening the quality and consistency of multi-agency strategy discussions to support better shared risk analysis and decision-making.
- Enhancing established performance and quality assurance arrangements to support effective oversight.
- Building on established integrated safeguarding arrangements to ensure children and families experience coordinated and timely support.
- Taking forward recruitment and governance activity in preparation for full implementation.
- Enhance multi-agency coordination by continuing to use the LSCP Executive Board to provide strategic oversight, constructive scrutiny, and involve partners in shaping and tracking progress.

Building partnership readiness, learning and impact

- Strengthening areas critical to successful reform, including multi-agency learning and improvement arrangements.
- Building on established audit, performance and impact frameworks, the partnership continues to enhance its understanding of how reforms are contributing to positive experiences and outcomes for children and families.
- Further enhancing collaborative practice across children's services, adult services, health, education and community partners.
- Linking related Partnership priorities, including Transitional Safeguarding, Child Sexual Abuse, adolescent safeguarding and family-led approaches, to the wider reform agenda.
- Preparing for full reform implementation by March 2027 through robust governance, shared accountability and continuous improvement.
- The next phase will centre on embedding Family Help and MACPT arrangements, supported by established information-sharing processes and a strong focus on evidencing impact and outcomes.

Scrutiny Focus



The Independent Scrutineer has provided robust oversight and constructive challenge across the Partnership throughout 2025–2026, supporting assurance that safeguarding arrangements are effective and focused on improving outcomes for children. Scrutiny activity has focused on key areas of partnership practice, including

- oversight of safeguarding reviews,
- the effectiveness of multi-agency working, and
- the development of the Partnership's performance and assurance framework.
- Particular attention has been given to the quality of learning from Rapid Reviews and how this is translated into meaningful system change.
- Through regular engagement with partners, subgroup attendance, and independent oversight, the Scrutineer has provided assurance to the Executive that the Partnership is demonstrating strong commitment to learning, transparency, and continuous improvement.
- The LSCP Arrangements have been robustly reviewed by our Scrutineer and he actively supported the development of the LSCP priorities through robust scrutiny and challenge.



As part of the programme scrutiny, the Independent Scrutineer examined the partnership's response to child exploitation, including alignment with the pan-London guidance and the effectiveness of multi-agency arrangements. The review provided assurance that the key safeguarding issues of CCE and CSE are recognised and responded to in the borough, as well as identifying areas to be strengthened. A detailed multi-agency action plan was subsequently developed to further strengthen the local response.

Rapid Reviews and Child Death Overview Panel (CDOP)

Rapid Review Thematic Insights

The LSCP undertook one Rapid Review during this reporting period. The review highlighted the strength of multi-agency collaboration, with partners demonstrating a shared commitment to safeguarding, strong relationship-based practice, effective information sharing, and a proactive response to exploitation.
In Hammersmith & Fulham, we recognise the value of Rapid Reviews in bringing together information from all agencies involved with a child and family, including police, health, education and social care. This multi-agency perspective provides a more complete understanding of a child's experiences, supports professional reflection, and helps identify both effective practice and opportunities for improvement.

The review reflected a safeguarding system that is engaged, responsive to learning and committed to continuous improvement. It identified progress already underway to strengthen pathways, enhance harm outside the home approaches and further build understanding of how neurodiversity intersects many areas. These findings provide assurance that the Partnership is well positioned to build on existing strengths and continue developing a coordinated, whole-system response to emerging risks. Learning from Rapid Reviews is disseminated through the LSCP's multi-agency learning and development programme, ensuring that key messages inform practice across the partnership and contribute to improved outcomes for children and families.

CDOP Activity and Impact

During 2025–26 to date, the Child Death Overview Panel (CDOP) has maintained a highly active and clinically robust review programme, responding to significant levels of child death notifications across the system (44 in Q1, 29 in Q2 and 40 in Q3).
The panel has ensured that cases are subject to timely multi-agency scrutiny, with a strong Joint Agency Response (JAR) rate (around 40–50% across the year), demonstrating proactive identification and investigation of unexpected deaths.
In addition, CDOP has sustained strong throughput of case reviews, closing a substantial number of cases each quarter across neonatal, trauma, medical and palliative panels, ensuring learning is regularly captured and shared.

This activity is translating into tangible system impact, with learning driving improvements across pathways including:

- strengthened clinical escalation and safety-netting practices, particularly in urgent care and primary care
- enhanced multi-agency communication and coordination, including clearer expectations for information sharing and escalation
- improved public-facing prevention messages, such as safe sleeping, emergency service access and injury prevention
- targeted changes to practice, for example improved follow-up in asthma care and increased focus on interpreter use and accessible communication.

Importantly, CDOP continues to demonstrate a strong focus on identifying modifiable factors, with the majority of cases reviewed highlighting opportunities for learning.

Emerging Priorities

Looking ahead, CDOP is well positioned to build on this strong foundation, with a number of key areas of development already underway. These include strengthening multi-agency training and awareness, such as targeted sessions with police and frontline professionals to improve responses to unexpected child deaths, and the introduction of ongoing learning events and drop-in sessions to support consistent practice across agencies.

There is also a clear focus on enhancing prevention and public health messaging, including work with system partners to improve understanding of when to access emergency services and to address inequalities highlighted in the data.

Alongside this, CDOP is continuing to strengthen its thematic and partnership-wide learning approach, including work on areas such as neonatal care, adolescent risk, and cross-agency communication, ensuring that insights from reviews are translated into practical improvements across the safeguarding system.

Responding to National Reviews

During the year, the LSCP reviewed national learning arising from the Child Safeguarding Practice Review into the death of Sara Sharif and the national review *Protecting All Vulnerable Babies Better*. The Sara Sharif review highlighted the importance of robust front door decision-making, effective information sharing, professional curiosity, identifying cumulative harm, recognising domestic abuse and coercive control as a child safeguarding risk, and ensuring that children do not disappear from professional view. *Protecting All Vulnerable Babies Better* review reinforced the need for earlier and stronger pre-birth safeguarding, trauma-informed engagement with parents, effective information sharing between adult and children's services, and clear arrangements where families move between areas.

The LSCP considered the implications of both reviews for local safeguarding arrangements and has used the learning to inform assurance activity, multi-agency training, practice briefings, and partnership scrutiny. Particular focus has been given to pre-birth pathways, domestic abuse, elective home education, professional challenge and escalation, and the importance of understanding the lived experience of the child, baby or unborn infant. This learning will continue to inform the LSCP's priorities and quality assurance activities going forward.

In H&F, we have -

- Shared key messages and resources through the LSCP website to support wider dissemination across the partnership.
- Explored the local implications of the learning through discussion at the LSCP Forum and Case Review Group
- Updated the pre-birth protocol, jointly co-produced by Midwifery Services and the Safeguarding, Review and Quality Assurance Service within Children and Young People's Service.
- Agreed assurance activity through the Case Review Group to review local practice and procedures against the identified learning.
- Coordinated Lunch and Learn sessions focused on the national learning, effective information sharing, and improving the quality and use of chronologies.

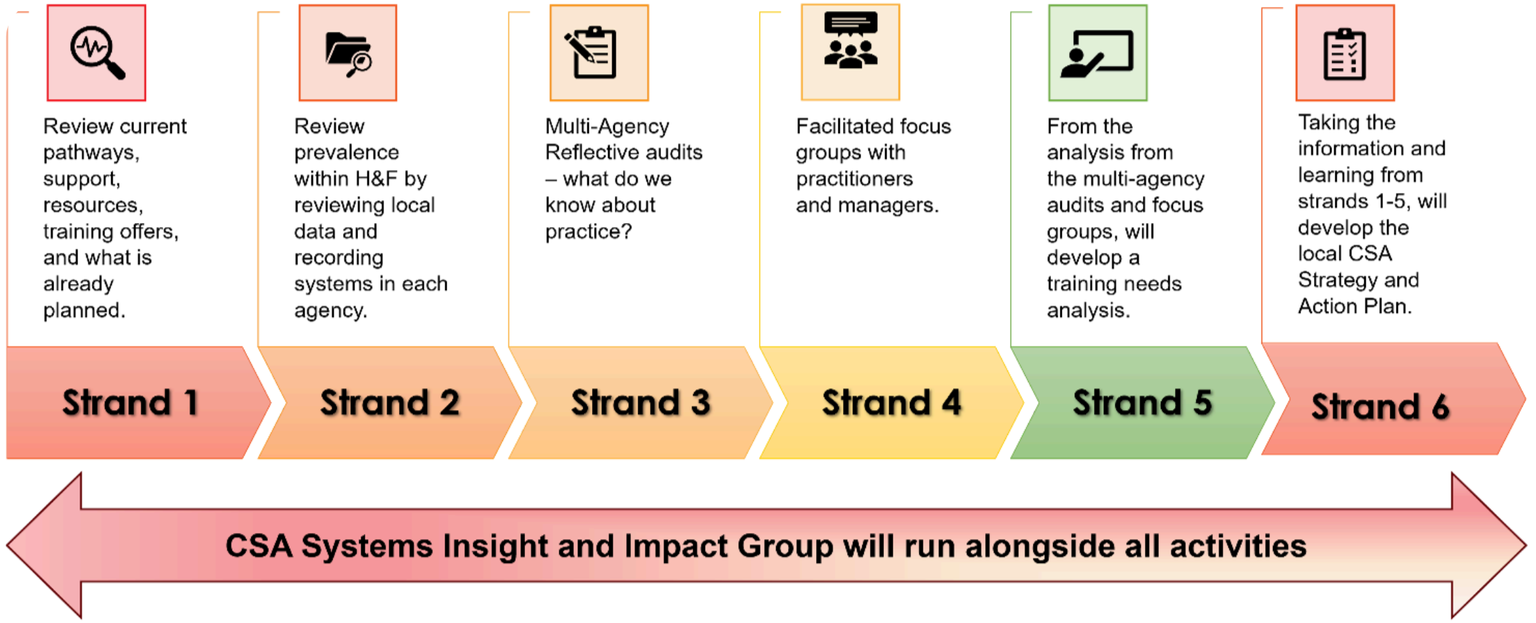
Developing our CSA Strategy

Hammersmith & Fulham LSCP established a multi-agency Steering Group in October 2025 focused on strengthening the identification and response to intrafamilial child sexual abuse (CSA). This is in response to the LSCP's Staying Safe Priority and the requirement for safeguarding partners to address specific recommendations as set out in the Child Safeguarding Practice Review Panel's 'I wanted them all to notice'.

The Steering Group's ultimate objective is to produce a multi-agency CSA Strategy. This is being developed through a greater understanding of the current picture of practice and prevalence in H&F.

The voices and experiences of children, young people and survivors have remained central, helping to shape the partnership's approach and ensuring that future services and interventions are informed by lived experience.

The partnership remains committed to sharing learning, monitoring progress and maintaining collective accountability as this important programme of work moves forward and impact is assessed.



Multi-Agency Partnership Working

During 2025 to 2026, partner agencies demonstrated a strong shared commitment to improving outcomes for children, young people and families. The overall picture is of a safeguarding system continuing to build on an established integrated, preventative and child-centred system, with stronger information sharing, more coordinated multi-agency responses, expanded early help, and increased use of participation and co-production.

Overall impact:

- Strengthened early identification of need and risk through Early Help, CP-IS, MASH, health referrals, police risk tools and Private Fostering awareness.
- Improved multi-agency coordination across strategy discussions, network meetings, panels and integrated service models.
- Enhanced prevention offer through youth justice prevention, GVEU diversionary work, Early Years quality assurance, Young Carers support and voluntary sector safeguarding.
- Greater workforce confidence through training, supervision, audit, reflective practice and specialist safeguarding support hubs.
- Increased participation, with children and young people shaping service design, recruitment, inspection, care leaver support and digital resources.
- A continued focus on trauma-informed, relational and culturally responsive practice across services.

Impact Highlights - What does this tell us?

94% Strategy discussion to ICPC completed within 15 days	160 Young Carers registered and actively engaged.	73 Young people received intensive GVEU outreach support.
342 Children, young people and families reached through GVEU prevention activity.	1,185 Imperial staff received safeguarding supervision.	800+ Police disruption interventions linked to child exploitation.

- The local system has increased its ability to identify vulnerability earlier and coordinate risk responses across agencies.
- Safeguarding practice is increasingly characterised by relational and trauma-informed approaches, demonstrating a positive shift in safeguarding culture and practice.
- Participation and co-production are influencing decisions, service design and accountability across children's services and the wider partnership.
- Data, dashboards, audits and practice reviews are increasingly being used to drive learning, although partners recognise that impact evidence needs further development.

A Shared Future Focus

Embedding reforms

Continue to develop Families First and MACPT arrangements so children and families experience more coordinated support.

Voice & Inclusion

Ensure children, young people and families continue to shape services, including care leavers, young carers, children with SEND and those affected by exploitation.

Early Intervention & Prevention

Sustain targeted prevention, diversion and family led support, with particular attention to adolescents, exploitation, mental health and hidden vulnerabilities.

Workforce Development

Maintain investment in training, supervision, reflective practice and learning from reviews, audits and emerging themes.

Transitions and Long-term Outcomes

Strengthen pathways into adulthood, including EET, care leaver support, young carer to adult carer transitions and stability for children in care.

Multi-Agency Partnership Working

Safeguarding children and young people is everyone's responsibility, and the success of the Hammersmith & Fulham Safeguarding Children Partnership is built on the dedication and commitment of its partners. Across health, education, police, social care, housing, probation, early help and the voluntary sector, agencies work together every day to identify risk, share information, provide support and protect children from harm. Through strong collaboration, shared accountability and a relentless focus on improving outcomes, partners make an invaluable contribution to ensuring that children and young people in Hammersmith & Fulham are safe, heard and supported to achieve their potential.

Children & Young People's Services (CYPS) : Activity

- Progressed implementation of Families First Reforms.
- Enhanced Family Group Conference offer.
- Launched the Child Sexual Abuse Practice Support Hub.
- Strengthened support for adolescents, young carers, and quality assurance arrangements.
- Enhanced early intervention and strengthened safeguarding practice.
- Established a dedicated Adolescent Family Help Team as a test and learn pilot.
- Provided support to over 100 children and families through the traded Early Help offer.
- Engaged with 160 young carers, helping improve access to support.
- Supported 27 young people through the Life Long Links programme.
- Maintained a strong focus on participation, innovation and practice improvement.
- Increased the use of evidence-informed approaches to service delivery.
- Ensured services are increasingly co-produced with children and young people to deliver exellent outcomes for children and families.
- Improved provision for young carers.
- Increased professional confidence in identifying and responding to risk.
- Children and young people are influencing service design and delivery.

Impact

As a Partnership, we are continuing to strengthen our approach to capturing impact through evaluation, performance measures and feedback from children, young people and families. This will help us in our journey to robustly evidence how our collective work makes a meaningful and tangible improvement to the lives of children and families in the borough.

- Improved early identification of need and coordinated support for children and families through the expansion of Family Help and integrated working across the People's Directorate.
- Safeguarding practice strengthened through improved multi-agency decision-making, resulting in earlier identification of need, more coordinated interventions, and better outcomes for vulnerable children and families.
- Improved engagement and timeliness within strategy discussions.
- Timely Initial Child Protection Conferences have ensured effective risk identification, robust decision-making, and prompt safeguarding responses for children at risk of significant harm.
- Families empowered to lead planning and decision-making, resulting in stronger support networks, improved engagement, and more sustainable outcomes for children.
- Care experienced children and young people were supported to reconnect with trusted adults to create an enduring supportive network through Life Long Links.
- Enhanced support for vulnerable adolescents, including those affected by domestic abuse and child sexual abuse.

Multi-Agency Partnership Working

CYPS - Future Focus

Continue embedding the Families First and Family Help model to provide seamless, integrated and preventative support for children, young people and families.

Further strengthen multi-agency working across Children's Services, Adult Social Care, Public Health and partner agencies to improve early intervention and safeguarding outcomes.

Establish Family Led Decision Making (FLDM) as the default pathway wherever appropriate, empowering families to lead planning and reducing the need for statutory intervention.

Expand and enhance the adolescent safeguarding offer, including targeted support for young people affected by exploitation, missing episodes, homelessness and other complex vulnerabilities.

Continue investing in workforce development, ensuring practitioners are supported through systemic training, reflective practice, specialist consultations and learning opportunities.

Ensure services continue to be shaped by the voices of children and young people through co-production and particpation.

CYPS - Future Focus

Continue developing specialist responses to child sexual abuse, domestic abuse and safeguarding risk, building professional confidence and expertise across the workforce.

Improve the use of data, quality assurance and impact measurement to evidence outcomes, reduce re-referrals and inform continuous service improvement.

Deliver the fostering sufficiency strategy, increasing recruitment and retention of foster carers while expanding innovative support models such as Mockingbird.

Improve opportunities for cared for and care experienced children by promoting stability, wellbeing, education, employment and preparation for adulthood.

Continue to develop innovative approaches, including Lifelong Links, to strengthen children's connections with family, community and long-term support networks.

Measure success through improved timeliness, stronger family-led planning, reduced escalation into statutory services and better outcomes for children and families

Multi-Agency Partnership Working

Youth Justice Service

Activity

The Youth Justice Service continued to deliver an ambitious, child-first, strengths-based approach through prevention, diversion and targeted interventions. Key activity included the Turnaround Programme, the Young Futures Partnership Panel, multi-agency wellbeing support, trauma-informed practice and coordinated work to address exploitation, disproportionality, violence and offending. The service also strengthened youth participation, restorative justice and culturally responsive practice through its Youth Crime Prevention Partnership.

Impact

Partnership activity has contributed to positive outcomes for children and young people, including a 25% reduction in first-time entrants to the youth justice system, a reduction in the overrepresentation of Black children within the YJS cohort, increased diversionary interventions and sustained low custodial rates. The Turnaround Programme achieved a 78% success rate with no reoffending, while improved partnership working has strengthened support for victims, education participation and safeguarding outcomes.

Future Focus

The YJS will continue to strengthen prevention and early intervention through closer alignment of safeguarding, diversion and youth support pathways. Priorities include reducing disproportionality, embedding anti-racist practice, increasing education, employment and training opportunities, strengthening the use of data and impact measures, and ensuring services are shaped by the lived experiences of children, young people, families and victims.

Cared for Children & Care Experienced

Activity

Strengthened support for Cared for Children and Care Experienced through trauma-informed, relationship-based practice. Introduced a dedicated wellbeing practitioner for care leavers, enhanced support for Unaccompanied Asylum-Seeking Children, and expanded opportunities for children and young people to influence services through participation and co-production. Continued investment in early help, Family Group Decision Making, workforce development, and multi-agency safeguarding.

Impact

Improved engagement, wellbeing and stability for care-experienced young people through strong partnership working. Increased participation of children and young people in service design, recruitment and inspection activity. Strong safeguarding performance, effective family-led planning, improved practitioner confidence, and positive outcomes in placement stability, mental health support and school attendance for children in care.

Future Focus

Embed the Families First & Family Help models to deliver more joined-up support for children and families. Strengthen Family Group Decision Making, adolescent safeguarding, workforce development and multi-agency safeguarding arrangements. Continue to improve outcomes for care leavers, particularly in mental health, education, employment and participation, while expanding fostering provision and partnership-led innovation.

Multi-Agency Partnership Working

Early Years

Activity

Developed and implemented an Early Years safeguarding self-evaluation toolkit to help settings assess and strengthen practice against updated statutory requirements.
Established a Designated Safeguarding Lead (DSL) Network to share learning, review safeguarding priorities and provide multi-agency training.
Created a Safeguarding Padlet as a central resource hub for guidance, tools, training and legislative updates.

Impact

Improved consistency and oversight of safeguarding practice across early years settings.
Strengthened compliance, record-keeping, escalation processes, safer eating and sleeping practices, and attendance monitoring.
Increased workforce knowledge, confidence and engagement through DSL networks and easier access to safeguarding information and resources.

Future Focus

Introduce a Significant Incident Impact Review process to strengthen learning, accountability and reflective practice.
Continue developing DSL networks and multi-agency quality assurance activity to identify and respond to emerging safeguarding themes.
Support delivery of the Best Start in Life Strategy, strengthening links with Family Hubs and improving access to Early Help, particularly for vulnerable children and those with SEND.

Early Help

Activity

Adopted the Child and Family Assessment (CFA) as a single assessment framework from July 2025, with 315 assessments completed, reducing duplication and supporting more timely intervention. Delivered evidence-based Early Help interventions through a family-led, relational approach to prevent escalation to statutory services. Strengthened multi-agency support through Team Around the Family and Team Around the School approaches. Expanded support for children and young people through the School Readiness and Wellbeing Framework (SRWF) and the Early Help traded offer. Increased workforce knowledge and intervention capacity to support children experiencing Emotionally Based School Avoidance (EBSA).

Impact

Families report improved wellbeing, emotional regulation and school engagement for children receiving Early Help support. Earlier identification and coordinated support have helped prevent needs escalating to statutory intervention. The Early Help traded offer supported 102 young people and their families and received consistently positive feedback from schools. Improved understanding and support for EBSA has helped more children and young people access education. Reducing Parental Conflict Initiative has delivered significant benefits for children and families. Practitioners report increased confidence and skills, while parents describe stronger family relationships, improved child wellbeing and reduced stress.

Future Focus

Continue embedding the CFA and strengthening early intervention through a seamless, family-centred approach. Further develop partnership working through Team Around the Family and Team Around the School models. Expand support for vulnerable groups, including Young Carers and children experiencing EBSA. Build on the success of the traded offer and SRWF initiative.

Multi-Agency Partnership Working

Safeguarding in Education

- The Safeguarding in Education Manager has been central to ensuring a strong education safeguarding profile across the partnership through active membership of the LSCP Forum, subgroups, and task-and-finish groups.
- The DSL Network has remained an important forum for sharing learning, developing practice and strengthening links between education settings, the wider safeguarding system and the LSCP.
- Safeguarding leadership has been strengthened through governor training and refreshed Level 1 safeguarding training for all school staff, ensures consistent understanding of safeguarding responsibilities across the education workforce.

Impact

- Increased engagement by schools in LSCP activity
- safeguarding leadership has been strengthened
- Education workforce confidence has increased.
- Stronger connected, informed and proactive safeguarding culture across education settings.
- Thematic learning informed wider safer organisations work, driving improvements in safeguarding policy, procedures, and practice across partner agencies.

Local Area Designated Officer (LADO)

- The LADO continues to ensure that concerns and allegations involving adults who work or volunteer with children are managed appropriately, consistently and with children's safety at the centre.
- The service has continued to provide advice, guidance and oversight to all organisations who work with children
- In 2025/26, referrals to the LADO increased from 122 to 162 (32% increase). Consultations increased by 23% from 226 to 279.
- There were significantly more evaluation meetings held this year than previously, providing assurance that our thresholds are appropriate.
- In 2025-26 we saw a significant increase in referrals involving transferable risk, which relates to child protection concerns within a family or community where the person posing the risk also works with children
- The LADO service continues to deliver Safer Recruitment training and Introduction to the LADO sessions, both of which continue to be oversubscribed, as well as targeted training to individual teams, services and agencies on request where this has been identified as part of a safeguarding improvement plan

Impact

- Thematic learning informed wider safer organisations work, driving improvements in safeguarding policy, procedures, and practice across partner agencies .
- LADO data and intelligence has enabled a better understanding of emerging themes and trends across the partnership, supporting targeted learning and workforce development
- The rise in referrals relating to transferable risk demonstrates strong awareness of the need for professionals to refer to the LADO.
- The strong and established relationship with school standards team has resulted in learning from Allegations cases feeding into school improvement plans.

Multi-Agency Partnership Working

Young Carers

Activity

There are a total of 160 registered Young Carers in H&F. Activities and workshops are promoted to all children via a parental WhatsApp broadcast group and for those that are open on an enhanced offer through the Key Lead Professional. This year, stronger partnerships have increased collaboration and led to exciting opportunities for the Young Carers. Funding was secured from John Lyon's Charity for a three-year partnership with CREATE, delivering 20 creative arts sessions annually. Activities include six three-day projects, a summer showcase, and practitioner training. We have delivered 20 of these between January and October 2025, alongside after-school clubs, facilitated by the Early Help Manager and 2 Early Help practitioners. New annual review requirements have been designed, implemented and launched as part of Young Carers assessments - in line with DfE guidance. An additional 140 Young Carers accessed support, benefiting from stronger partnerships, creative programmes and regular reviews.

Future Focus

Ambitions remain high for our young carers, and we continue to strengthen our services. We currently engage fewer young carers between the ages 16-18years old, so there are plans to encourage this age range through future projects with partners such as Youth Voice, Formula E and CREATE. There is also work planned with the Transitions Team to establish a clear pathway from Young Carer to Adult Carer.

Gangs, Violence & Exploitation Unit (GVEU)

Activity

Provided intensive, trauma-informed support to 73 vulnerable young people, developing 85 personalised risk and aspiration plans. The GVEU also delivered prevention and diversionary programmes reaching 342 children, young people and families, including creative, educational and awareness-raising activities to reduce exploitation and violence risks. Multi-agency safeguarding was coordinated through the Vulnerability Tracker and Adults at Risk panels.

Impact

The service contributed to reduced risk and improved outcomes for vulnerable young people, with 18 young people stepped down from the Vulnerability Tracker and 30 from the Adults at Risk cohort. Young people reported increased confidence, resilience and awareness of exploitation, while schools highlighted improved understanding of grooming, emotional literacy and critical thinking. Targeted support also helped young people progress into education, training and employment.

Future Focus

Maintain and strengthen preventative and diversionary services despite changing funding arrangements, using innovative and partnership-led approaches to sustain impact. Continue to play a key role in borough-wide safeguarding, including multi-agency planning and targeted interventions to keep young people safe during major events such as Notting Hill Carnival 2026.

Multi-Agency Partnership Working

Young H&F

Activity

Young H&F shared urgent safeguarding information with a network of more than 100 youth organisations and embedded safeguarding requirements within its grant-making and organisational development support. It also worked with the LSCP to develop a reflective supervision offer for smaller youth organisations.

Impact

This gave the voluntary and community youth sector a route to receive urgent safeguarding information and reinforced safeguarding as a core part of good governance. The reflective supervision offer had not yet been delivered during the reporting period, so we will monitor its reach and impact during 2026–27.

Future Focus

Young H&F will continue to embed safeguarding within its membership, grant-making and capacity-building offer, provide youth-sector insight to inform LSCP priorities, and strengthen how urgent safeguarding information is shared across the sector. It will continue working with the LSCP to introduce reflective supervision for smaller youth organisations and monitor its delivery and impact.

Integrated Care Board (ICB)

Activity

- ICB led the rollout of Child Protection Information Sharing (CP-IS) across health settings, improving access to safeguarding information.
- Delivered safeguarding training at scale, including child protection and domestic abuse programmes.
- Provided strategic leadership for Families First reforms and the development of new multi-agency safeguarding arrangements.

Impact

- Improved identification of vulnerable children and enabled earlier, strong and informed safeguarding interventions.
- Increased practitioner confidence, knowledge and consistency in safeguarding practice.
- Strengthened multi-agency collaboration, helping create more joined-up support for children and families.

Future Focus

- Further embed and expand CP-IS across the wider ICB footprint.
- Continue to lead and shape Families First and Multi-Agency Child Protection Team (MACPT) developments.
- Invest in workforce development and ensure learning from reviews and audits is embedded into frontline practice.

Multi-Agency Partnership Working

Chelsea & Westminster Hospital Trust

Activity

- Improved safeguarding through enhanced information sharing, audits of 16 to 18-year-olds, and weekly multi-agency safety net meetings.
- Strengthened joint working between health and social care partners, with a focus on young people presenting with mental health needs.

Impact

- Enhanced communication and coordination between agencies, leading to effective safeguarding responses.
- Reduced paediatric emergency department stays and fewer inpatient admissions through improved decision-making and community-based support.
- Clearer pathways and stronger professional relationships have helped deliver more timely interventions for children and families.

Future Focus

- Introduce a dedicated Cerner information-sharing system to support faster and effective communication between partners.
- Continue contributing to multi-agency learning through Child Sexual Abuse (CSA) audit activity.
- Use audit findings and partnership learning to further strengthen safeguarding practice and outcomes for young people.

West London NHS Trust

Activity

- Maintained a strong safeguarding programme through governance, workforce development, supervision, and multi-agency partnership working.
- Contributed to safeguarding reviews and learning from complex cases, including exploitation, serious youth violence, suicide, and domestic abuse.
- Strengthened information sharing, safeguarding oversight, and partnership engagement through LSCP forums, panels, and dashboards.

Impact

- Improved identification and management of safeguarding risk through robust data, monitoring, and multi-agency coordination.
- Increased practitioner confidence and consistency through high levels of training, supervision, and reflective practice.
- Strengthened trauma-informed approaches and responses to complex safeguarding issues, including domestic abuse and exploitation.

Future Focus

- Improve safeguarding data quality, reporting, and integration across systems.
- Further embed trauma-informed and Think Family approaches, with clear accountability in complex cases.
- Continue investing in workforce development, partnership working, information sharing, and early intervention to improve outcomes for children and families.

Multi-Agency Partnership Working

Imperial College Healthcare

Activity

- Maintained a high level of safeguarding activity, focusing on early identification, referral and multi-agency responses to risks including mental health, youth violence, domestic abuse, exploitation and neglect.
- Strengthened partnership working with social care, police, CAMHS, schools and voluntary organisations.
- Enhanced safeguarding practice through audits, reviews, workforce training and supervision.

Impact

- Improved identification and management of safeguarding risk, with timely referrals and effective multi-agency intervention.
- Strengthened safeguarding quality through learning from audits and reviews, leading to improvements in documentation, escalation and oversight.
- Increased workforce confidence and capability through training and supervision, supporting better decision-making and outcomes for children.

Future Focus

- Continue developing workforce skills and achieving full compliance with safeguarding training requirements.
- Improve the quality and consistency of safeguarding documentation, data and oversight.
- Further strengthen multi-agency partnerships and focus on key risks, including mental health, exploitation, domestic abuse, youth violence and child sexual abuse.

Metropolitan Police

Activity

- Implemented a Child First approach, promoting early intervention, trauma-informed practice, and a stronger focus on childhood vulnerability.
- Introduced the Child Exploitation Vulnerability Assessment Tool (CEVAT) and strengthened exploitation and missing children responses through dedicated teams and multi-agency working. Increased engagement with young people through Youth Scrutiny Panels and Safer Schools Officers.

Impact

- Improved identification and prioritisation of children at risk of exploitation, enabling more targeted safeguarding interventions.
- Achieved significant disruption of perpetrators, with over 800 interventions linked to child exploitation.
- Strengthened responses to missing children, improved multi-agency coordination, and increased trust and engagement between young people and the police.

Future Focus

- Support the development of Multi-Agency Child Protection Teams (MACPTs) to enhance partnership safeguarding responses.
- Strengthen links between missing children and exploitation services to improve identification and disruption of harm.
- Introduce stronger performance monitoring to improve accountability and outcomes for children at greatest risk.

Multi-Agency Partnership Working

Private Fostering

Activity

- Strengthened safeguarding through improved statutory compliance, timely assessments and visits, and trauma-informed, child-centred practice.
- Raised awareness of private fostering through the ‘Spot it. Report it. Support it.’ campaign and targeted engagement with schools, health partners and community organisations. Enhanced governance through audits, performance monitoring and reflective supervision.

Impact

- Increased identification and reporting of privately fostered children, improving visibility and reducing the risk of hidden arrangements.
- Improved referral pathways, oversight and statutory compliance, leading to more timely support and safeguarding responses.
- Enhanced recording of children’s views, cultural identity and lived experiences, contributing to positive outcomes in wellbeing, stability and education.

Future Focus

- Strengthen partnership working with health services to improve early identification of private fostering arrangements.
- Embed Kinship Care reforms and enhance support, training and pathways for carers.
- Further develop data, digital systems and quality assurance processes to drive continuous improvement and maintain effective, child-centred safeguarding practice.

Violence Against Women & Girls (VAWG)

Activity

- Delivered a wide-ranging programme to prevent VAWG, including healthy relationships education in schools, youth-led awareness campaigns, VAWG training for professionals, and implementation of the Safe & Together model.
- Expanded support for survivors through investment in refuge accommodation, continued funding for specialist VAWG services, and a coordinated network of advocacy and support services.
- Strengthened work to hold perpetrators accountable through the CIFA and Drive perpetrator programmes, specialist domestic abuse courts, and close partnership working across policing, health, housing, children's services and the voluntary sector.

Impact

Prevention campaigns reached over 3,000 young people and enhanced awareness of healthy relationships, sexual harassment and violence against women and girls. Increased referrals into perpetrator programmes, improved access to specialist support for survivors, and maintained refuge provision through additional investment and funding. Stronger enforcement outcomes, including increased rape and stalking positive outcomes, over 800 child exploitation interventions, high conviction rates through Specialist Domestic Abuse Courts, and significant action against high-risk offenders.

Future Focus

Refresh the H&F Ending VAWG Strategy, aligning it with forthcoming national and London-wide VAWG strategies and continuing co-production with victims and survivors. Continue strengthening prevention, survivor support and perpetrator interventions through partnership working and sustainable funding arrangements. Build on the coordinated multi-agency approach to improve outcomes for survivors, increase accountability for perpetrators, and drive long-term reductions in VAWG.

Looking Ahead 2026-27
Areas of Continued Focus and Development

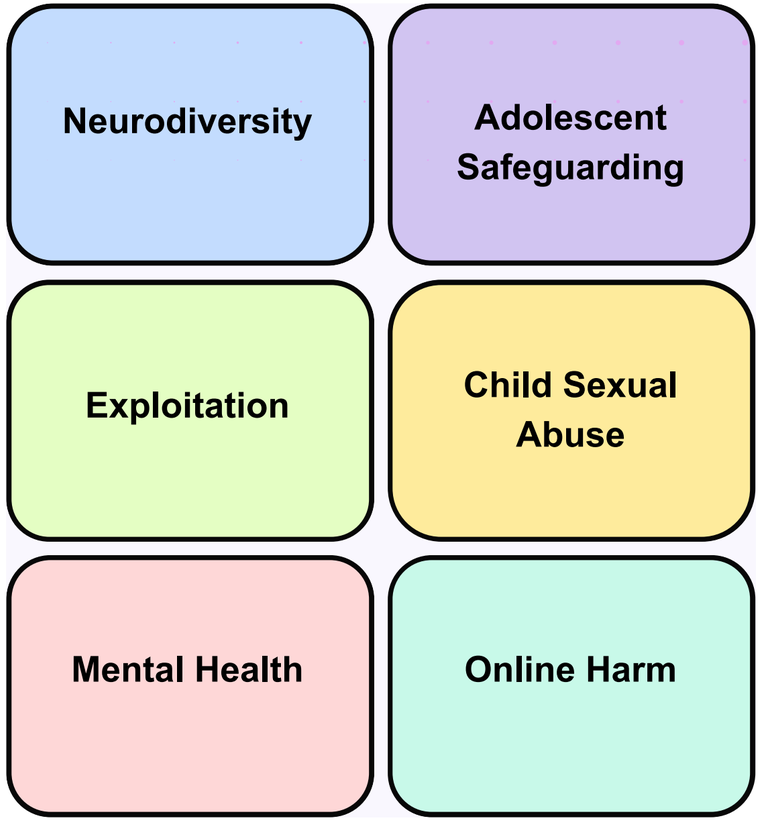
The LSCP continues to operate within an increasingly complex safeguarding landscape, with rising demand, emerging risks and significant change across partner agencies. Over the coming year, the Partnership will remain focused on strengthening safeguarding arrangements, improving outcomes and ensuring children and families receive timely, coordinated and effective support.

Key areas of focus include:

- Continue to develop and implement the **Multi-Agency Child Sexual Abuse Strategy**.
- **Transitional Safeguarding** will remain a priority, ensuring young people aged 18-25 experience seamless support as they move into adulthood.
- **Information Sharing** will be a major area of development. Building on the Independent Scrutineer's review, partners have begun a programme of challenge and improvement to better understand barriers, opportunities and system-wide solutions, while contributing to and preparing for emerging national developments and the Government's ongoing work in this area.
- Continue to have oversight of the partnership response to **risk outside the home**.
- **Data, Performance and Intelligence** arrangements will be strengthened to provide a richer understanding of safeguarding need, risk, inequalities and outcomes, helping partners make more informed decisions and better evidence impact.
- **National Social Care Reforms**, including Families First and Multi-Agency Child Protection Team (MACPT) arrangements, will continue to be embedded to further improve integrated working and child-centred support.
- **Impact and Effectiveness** will remain a central focus, with increased emphasis on understanding not only what we do, but the difference it makes to children, young people and families.
- Further **co-production activities** with our children, young people, and families to build relationships and accountability.

By strengthening our use of information, intelligence, and partnership learning, we will continue to develop a more connected, evidence-informed and effective safeguarding system for children and young people in Hammersmith & Fulham

Key areas of emerging and continued need include:



Conclusion

Thank You

The Hammersmith & Fulham Safeguarding Children Partnership is an active and ambitious partnership, united by a clear direction and a shared commitment to improving outcomes for children, young people and families. Partners understand the priorities, their individual and collective responsibilities, and where sustained attention is needed. While the increasing complexity of need and pressures across agencies present significant challenges, our strong foundations of collaboration, purposeful leadership, shared accountability, and constructive challenge provide a firm platform for further improvement.

The Partnership has made tangible progress in strengthening its governance, scrutiny, and oversight of safeguarding practice. A robust performance framework, an enhanced programme of multi-agency auditing, and clearer arrangements for monitoring partnership activity are enabling us to identify areas of strength, challenge, and maintain focus on agreed priorities. Our collaborative action plan on child exploitation is translating learning into coordinated action and driving improvements in the identification of risk and the multi-agency response. Closer alignment with the Adult Safeguarding Partnership is also advancing a more integrated Think Family approach, strengthening transitional safeguarding to support a more joined-up response for young people as they move into adulthood.

Our next phase of development will place an even sharper focus on impact and effectiveness. We recognise that evidence of activity and assurance about the completion of actions are not, on their own, sufficient. We need to demonstrate more consistently how partnership activity improves frontline practice and, ultimately, the experiences and outcomes of children and families. This means strengthening our use of qualitative and quantitative evidence, testing whether improvements are embedded and sustained, and listening systematically to children, young people, families and practitioners to understand what has changed and if services are making the intended difference.

We will continue to draw on local and national reviews, independent scrutiny, performance information, multi-agency audits, and the lived experiences of children, young people and families. We will use this evidence not only to identify learning, but also to track its implementation, evaluate its impact, and hold one another to account for delivering meaningful and lasting change. This will help the Partnership anticipate and respond to emerging risks, strengthen the quality and consistency of safeguarding practice, and ensure that services are responsive, inclusive and effective.

The Partnership’s strength lies in the diversity of expertise, experience and perspective contributed by its agencies and wider network. Partners are engaged in shaping and delivering the shared safeguarding agenda, with an increasing emphasis on collective ownership rather than organisational boundaries.

We remain committed to a culture in which professional curiosity, constructive challenge and innovation are welcomed, difficult issues are addressed openly, and learning leads to action. The Partnership has a clear sense of purpose, a strong focus on the areas that matter most, and a shared commitment to improving outcomes for children and families. We have made significant progress in understanding our impact and are actively building on this by further strengthening how we evidence and demonstrate the difference our work makes.

Our sincere thanks go to all partners for their continued commitment, expertise and collective leadership. Through their tireless work, constructive challenge and shared accountability, they champion excellent safeguarding practice across Hammersmith & Fulham and help ensure that children and families receive timely, high-quality and effective help and support. Their active contribution is central to the Partnership’s progress and to our shared ambition of making a meaningful and lasting difference to children’s lives.

Appendix 1 LSCP Finances

LSCP Contributions	2025/26
Local Authority	£112,744
Public Health	£39,100
Better Care Fund	£21,848
MOPAC	£5,000
HM Prison and Probation Service	£1,711
Total Contributions	**£180,403**
LSCP Expenses	
LSCP Staffing	£133,473
Shared Service Training	£26,438
LSCP Scrutineer	£17,400
Venues	£1,600
LSCP Website	£84
Membership Fees	£1,163
Supplies and services	£246
Total Expenses	**£180,404**

The LSCP remains financially stable, operating within budget and supported by healthy reserves. While funding contributions remain uneven across partners, the agreed increase in the Metropolitan Police contribution from April 2026 represents a positive step towards more equitable investment. The partnership will continue to review future funding arrangements to support long-term sustainability.