

Children and Education Policy and Accountability Committee

Agenda

Monday 3 November 2025 at 7.00 pm

145 King Street (Ground Floor), Hammersmith, W6 9XY

Watch live on YouTube: [youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

MEMBERSHIP

Administration	Opposition
Councillor Helen Rowbottom (Chair) Councillor Daryl Brown Councillor Mercy Umeh	Councillor Aliya Afzal-Khan (Conservative) Councillor Liz Collins (Green)
Co-optees	
Nandini Ganesh, Parentsactive Representative Nadia Taylor, Parent Governor Representative	

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This meeting is open to members of the public and the building has disabled access.
If you'd like to attend, please contact Debbie.Yau@lbhf.gov.uk

Date Issued: 23 October 2025
Date Updated: 30 October 2025

Children and Education Policy and Accountability Committee Agenda

3 November 2025

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3. MINUTES <p>To approve the minutes of the meeting on 30 June 2025 as an accurate record.</p>	4 - 10
4. H&F LOCAL SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT 2024-25 <p>The 2024–2025 Local Safeguarding Children Partnership Annual Report outlines a year of strong safeguarding performance in Hammersmith & Fulham. It highlights progress in areas such as domestic abuse, adolescent safeguarding, and mental health, alongside innovative youth-led initiatives and strengthened multi-agency collaboration.</p>	11 - 57

5. UPDATE ON THE NATIONAL CHILDREN'S SOCIAL CARE REFORMS AND TRANSFORMATION AGENDA 58 - 61

The Children's Social Care Reforms announced by Department for Education in November/December 2024 is a whole-system national transformation initiative aimed at improving integrated working to safeguard children and young people, with the expectation that local authorities start to implement changes from April 2025.

This report sets out H&F's position/response to the reforms and plans for transformation.

6. LOCAL OFFER ANNUAL REPORT 2024-25 62 - 75

The Local Offer (LO) brings in one place information and local services for children and young people with Special Educational Needs and/or Disabilities (SEND) aged 0 to 25, and their families. This report highlights co-produced work for the LO on the Family Hub website, to ensure it is accessible and meets the needs of families, children and young people.

The report includes findings from the 'H&F Annual SEND Survey' and highlights the 'Best Local Offer 2024' award from the National Association of Family Information Services.

7. SUMMER IN THE CITY 2025 76 - 99

Summer in the City is the highlight of the council's delivery of the Holiday Activity and Food Programme. The accompanying report provides an overview of delivery this summer.

8. DATES OF FUTURE MEETINGS

To note the following dates of future meetings:

- 27 Jan 2026
- 15 Apr 2026

Agenda Item 3

London Borough of Hammersmith & Fulham

Children and Education Policy and Accountability Committee Minutes



Monday 30 June 2025

PRESENT

Committee members: Councillors Helen Rowbottom (Chair), Daryl Brown, Mercy Umeh, Genevieve Nwaogbe and Aliya Afzal-Khan

Co-opted members: Nandini Ganesh (Parentsactive Representative) and Nadia Taylor (Parent Governor Representative)

Other Councillors: Councillor Alex Sanderson (Deputy Leader)

Guests

Natalie Glasby (Head of Programmes, LMP Action CIC)
Marie Thomas (Resident)
Benito Brown (Resident)

Officers

Jacqui McShannon (Executive Director of People)
Peter Haylock (Operational Director for Education and SEND, Children's Services)
Sarah Sanderson (Operational Director, Children and Young People Services)
Marcus Robinson (Strategic Commissioner, Children's Services)
Debbie Yau (Committee Coordinator)

1. APOLOGIES FOR ABSENCE

An apology for lateness was received from Councillor Aliya Afzal-Khan.

The Chair took the opportunity to welcome a new member, Councillor Genevieve Nwaogbe who was attending the Committee meeting for the first time and to thank Councillor Trey Campbell-Simon for his contributions in the past.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

RESOLVED

That the minutes of the meeting held on 22 April 2025 were agreed as an accurate record.

4. SUMMER IN THE CITY

Marcus Robinson (Strategic Commissioner, Children's Services) briefed the Committee on the report, including an overview of the Holiday Activity and Food (HAF) programme, its link to wider strategies, Summer in the City 2024 and the co-produced themes for the Summer in the City 2025.

Natalie Glasby (Head of Programmes, LMP Action CIC) remarked that the LMP Action CIC had been working with the Council in rolling out the HAF programme for the past four years which now became a brand in the borough. She highlighted the following:

- The themes for Summer in the City 2025 were co-produced with the Youth Council and Youth Board, i.e. exploring our environment, levelling up, building connections, celebrating creativity, and belonging everywhere.
- There would be 27 providers this year offering programmes for different age groups to be held in locations spanning across the borough, including the three Family Hubs.
- All providers were able to offer spaces to children and young people with SEND, with specialist providers organising events particularly for them.
- It was a requirement for providers to add their accessibility arrangements and SEND support on Plinth which was a new booking system allowing parents to filter appropriate provisions.
- Community Day to launch Summer in the City 2025 would be held on 19 July and all were welcome.

Councillor Mercy Umeh appreciated the Council's efforts in organising activities and events for the children and their families during summer holidays, which was not available in the past.

Councillor Aliya Afzal-Khan expressed appreciation that the events would span across the north, centre and south of the borough. Addressing her question on the theme of levelling up, Natalie Glasby noted that as suggested by the Youth Board, levelling up events would enable young people accessing new opportunities and engaging themselves in new and different things.

On Councillor Afzal-Khan's further question about marketing among parents of local maintained schools, Natalie Glasby said that all the details were forwarded to parents of all schools in school zone around mid-June for their booking of activities/events commencing mid-July.

Nandini Ganesh (Co-optee) recalled that before deploying Plinth, Parentsactive had made past contributions of producing a booklet listing all the Summer in the City activities to make the events more accessible. In this regard, Natalie Glasby advised

that a small number of physical booklets of activities/events were printed now for events and some premises like the Children's centres. Moreover, while residents were encouraged to use the Plinth, they could still make bookings by contacting the providers directly. On Nandini's further questions about the age range of activities, Marcus Robinson noted that the age ranges each provider could accommodate were clearly indicated in Plinth, with specialist providers accommodating young people up to 25 years old.

Sharing members' sentiments about the amazing programme, Nadia Taylor (Co-optee) asked to what extent the activities were shaped and co-produced. Natalie Glasby noted that co-production happened more proactively starting from last year when they had joined the meetings of the Youth Council and Youth Board to appreciate the areas of wanting in the borough.

As regards Nadia Taylor's concern about funding, Marcus Robinson responded that Summer in the City programme was predominately funded through the Department for Education with some additional funding from the Council and various grant schemes. Nadia considered it necessary to secure more funding support from different sources having regard to the ever-growing richness and popularity of activities and events on offer.

Questions from the floor

Noting that there would be 27 providers offering different programmes for the Summer in the City 2025, Marie Thomas (Resident) said as a member of a tenant's association, she had not come across any related information. Moreover, as she noticed, the Family Hubs were still unknown to many residents, especially those who did not live near the hubs.

Marcus Robinson highlighted the diverse marketing means, including promotions on the Council's magazine being delivered to every household, the vinyl banners at the parks and the front page of the website. In addition to marketing among school parents, they had also worked proactively with the 27 providers which were very well connected with local communities/residents who might not visit the Council's website regularly. While improvements had been made to marketing the programme over the years, Marcus welcomed new marketing ideas especially those enabling a more diversified reach to low-income families.

Councillor Alex Sanderson (Deputy Leader) remarked that H&F probably had the best offer across the country in terms of HAF programme which was accessible to all children and young people in the borough, rather than just those who were eligible for free school meals as in the case of some neighbouring boroughs. The Council, along with getting some grant funding, had also put a lot of resources and regarded this a significant piece of investment with a view to transforming the borough's children and young people during summer. This was particularly helpful to families struggling with the cost of living. Councillor Sanderson added that all information pertaining to Summer in the City programme was available on the Council's website and available in 128 different languages.

Benito Brown (Resident) called for more marketing at schools to promote the HAF programme in April/May among parents so that more new faces could be seen joining the activities.

Councillor Sanderson remarked that although the HAF programme in the borough was open to all, it was primarily targeted at 6000+ students on free school meals, and they would probably be seen age through the system. And it was good to see students who had enjoyed the activities were returning year-on-year. She emphasised that the HAF programme had been very widely promulgated with marketing growing every year to ensure the information had reached as many people as possible.

Summing up, the Chair thanked everyone and said she would be joining the Community Day on 19 July 2025.

RESOLVED

That the Committee noted the report.

5. CO-PRODUCTION IN CHILDREN'S SERVICES

Jacqui McShannon (Executive Director of People) highlighted that H&F children, young people and families were seen, heard and valued, their participation in everyday, honest and interactive conversation with staff had influenced frontline practices and led to the development of strategic policies. For example, the Summer in the City programme was extensively co-produced with lots of different stakeholders, and the partnership approach had enabled the Council to make continuous improvement.

Sarah Sanderson (Operational Director, Children and Young People Services) remarked that staff across Children's Services were passionate about engaging with the H&F children, young people and families. For example, the series of workshops delivered by the Corporate Parenting Board for children looked after and care experienced young people had offered them the opportunity to meet directly with Board members and influence the Council's broader offers. The improved joint housing protocol resulted from their feedback on independent living arrangements and the quality assurance provided by the young inspectors was a case in point. The engagement of foster carers/parents for senior leaders and members to hear the support they needed had influenced the foster recruitment approach and the development of services for foster carers/parents.

Peter Haylock (Operational Director for Education and SEND, Children's Services) referred to the meetings in the past few working days when different versions of co-production had happened. At the meeting with key stakeholders and groups reviewing mental health services within education and SEND, a lot of really good questions and information were shared resulting in a clear set of actions to be taken forward. He had also met with the Youth Council reviewing their priorities to be presented at a meeting of Full Council later. For example, how the priorities were delivered while holding the officers to account, how the Youth Hub would sit alongside the local and SEND offers under the Family Hubs.

Jacqui McShannon highlighted that some co-production had led to concrete and tangible outcomes, such as the Care Leavers' Hub which was designed by young people, the evolving Transitions Team, the developments in foster care using different models, the involvement of young people at interview panels for key posts, the early intervention strategy, the shaping of Family Hubs by Family Voices in designing the delivery of services, the wonderful sets of podcast recently launched by the Youth Council and so on. She emphasised that co-production *per se* was very dynamic and had changed hugely in the past five years that it was now embedded in everything done by the Children's Services at all levels through the daily conversations held individually or in groups with children, young people and their families. Looking ahead, co-production would play an important role in speech and language review, Children Social Care Reforms, development of Family Voices and delivery of the HAF programme.

Nandini Ganesh (Co-optee) said that she and members of Parentsactive did enjoy co-production in partnership with the Council and were very keen to be more informed about the outcome of their co-production efforts.

Jacqui McShannon remarked that there were various ways of observing the outcomes of the co-production journey. Sometimes, it was a report like the outcome framework of education and SEND presented to this Committee, the development of Youth Council and Family Hubs with evolving range of activities, or one-to-one feedback. Notwithstanding, co-production had insinuated its journey into a way of thinking which kept evolving in itself. Partners' participation at strategic meetings would also allow them opportunities to evaluate the outcomes.

Sarah Sanderson added that co-production was an on-going process, for example, the young inspectors might give further comments on the furniture setting of the Care Leavers' Hub originally designed by the care experienced young people.

Peter Haylock said that the outcome could be evaluated by the success or otherwise of young people in H&F, the areas of concern pointed out by key stakeholders in annual reviews, and the actions to be taken forward to achieve the desired results. He noted that H&F's outcomes had been positive.

Councillor Aliya Afzal-Khan agreed that co-production was embedded in everything ran by the Children's Services which had very extensive and comprehensive feedback loop. She called on more transparency in reporting the co-production process.

Councillor Alex Sanderson (Deputy Leader) said the Council was very focused in reporting the positive outcomes but sometimes, it was harder to put into a report the wider breath of the reach of co-production that transformed lives in fabulous ways. She referred to the housing offer for care experienced leavers. On these young people's feedback, the setting up home fund was increased by £1000 in addition to the provision of flooring and white goods. One of the young people providing the feedback said it was so good to know that what he said mattered.

Appreciating the responses of officers and members to her question and the young people's feedback, Nandini Ganesh suggested including in the next report one to two outcomes of things co-produced by Parentsactive and other partners.

Question from the floor

Marie Thomas (Resident) and Sarah Sanderson discussed about the recruitment approach of foster carers across West London.

On Marie Thomas' question whether young carers were part of the co-production, Jacqui McShannon said that the co-production process with young carers was very dynamic. To improve the uptake of more young carers, senior officers were involved in discussions with current young carers on their needs, which included a range of bespoke programmes and access to universal services. Sarah Sanderson noted the over-subscription of children looked after to the Summer in the City activities, including a camping trip with the young carers. She believed that the participation of senior officers at the activities and talked to the stakeholders alongside them would bring significant impacts.

RESOLVED

That the Committee noted the report.

6. PREPARATION FOR ADULTHOOD IN H&F

Peter Haylock (Operational Director for Education and SEND, Children's Services) introduced the report, highlighting that the key part of the Preparation for Adulthood (PFA) plan was linked to the SEND strategy with a view to strengthening young people's voice in their own transition planning. The feedback from children, young people and their families had resulted in three priority workstreams:

- a. Workforce – growth of a new Transitions Team.
- b. Pathways – a co-produced PFA Pathways and Protocol guide accessible to all.
- c. Provisions – young adults were supported with the right provision for transitioning through the services.

Moving forward, the focus of key actions would be around a permanent recruitment drive for the Transitions Team, engagement with key stakeholders and partners to ensure placement sufficiency within the Adult Social Care for the next 12 months particularly the toolkit around employment and the travel training plans. He referred to the case of Monique who had gone through the supported internship programme which was designed for young people between 16 and 25 years old with an Education, Care and Health Plan (pages 46 – 54). After the programme, young people had the opportunities to talk to employers in job fairs, do CV workshop and move towards their goals and aspirations

Peter Haylock added that the Children's Services would continue to work with internal teams and external partners to develop pathways and provisions to support young people who might have the opportunities to be a real success.

Councillor Mercy Umeh appreciated the supported internship experience shared by Monique who had learned a lot and became more confident. She was pleased to see that Monique was now ready to move on with the skills acquired.

Nandini Ganesh (Co-optee) was proud to note the growth of the Transitions Team which was a positive outcome of co-production with Parentsactive. She looked forward to the Team's continual working on employment like supported internship.

Councillor Aliya Afzal-Khan asked about the different pathways and the number of offers that had been taken up by young people. In response, Peter Haylock noted that the supported internship pathway was people-led and about 15 to 30 pupils would be offered to take up this one-year programme. After completing the programme, they would then move on to employment or other types of supported apprenticeships. In terms of the Adult Social Care pathways, the new Transitions Team was working with approximately 150 young people at the moment before they progressed to adulthood.

RESOLVED

That the Committee noted the report.

7. DATE OF NEXT MEETING

The Committee noted that the next meeting would be held on 3 November 2025.

With the Chair's concurrence, Jacqui McShannon (Executive Director of People) took the opportunity to give some of the most recent highlight of the work of the People's Department which had involved many stakeholders, partners, colleagues and community, including Parentsactive celebrating its 25th birthday in May 2025, Foster with West London team hosting a visit from Minister Janet Daby in May 2025 by H&F, Foster Care Fortnight and Ed Miliband, Secretary of State for Energy and Climate Change, visited Jack Tizard School for its H&F Community Energy Scheme.

Meeting started: 7.03 pm

Meeting ended: 8.14 pm

Chair

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LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Children & Education Policy and Accountability Committee

Date: 3 November 2025

Subject: H&F Local Safeguarding Children Partnership (LSCP) Annual Report

Report author: Cat Miller LSCP Business Development Manager

Responsible Director: Jacqui McShannon Executive Director of People's Services and DCS.

SUMMARY

The 2024–2025 LSCP Annual Report outlines a year of strong safeguarding performance in Hammersmith & Fulham. Key developments include the appointment of a new Independent Scrutineer, the inclusion of Education as a fourth safeguarding partner, and a renewed focus on the voice of the child and anti-racist practice. The report highlights progress in areas such as domestic abuse, adolescent safeguarding, and mental health, alongside innovative youth-led initiatives and strengthened multi-agency collaboration.

Key issue for consideration: The LSCP has set three strategic priorities for 2025–2028—Staying Safe, Early Identification & Prevention, and Think Family—which require continued leadership support, resource alignment, and multi-agency commitment. The report reflects a Partnership that is ambitious, inclusive, and committed to ensuring every child in Hammersmith & Fulham grows up safe, supported, and able to thrive.

RECOMMENDATIONS

1. For the Committee to note and comment on the report.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The LSCP's work supports shared prosperity by investing in early intervention, education, and inclusive safeguarding. The Education & Attendance Strategy promotes access to high-quality education for all children, recognising school attendance as a protective factor and a pathway to better life outcomes. The Partnership also supports initiatives for care-experienced young people and NEET youth

	through mentoring, outreach, and employment-focused programmes.
Creating a compassionate council	Compassion is embedded throughout the LSCP's approach—from trauma-informed practice and co-production with young people, to survivor-led Family Group Conferencing and inclusive mental health support. The report highlights how professionals are trained to respond empathetically to domestic abuse, child sexual abuse, and emotional distress, ensuring children and families feel heard, supported, and safe.
Doing things with local residents, not to them	The LSCP prioritises co-production and youth voice. Young people helped shape safeguarding priorities, created podcasts and PSHE content, and are co-designing the “Staying Safe” webpage. The Lifelong Links initiative is entirely young person-led, and the People's Family Panel will support those who fall below statutory thresholds, ensuring services are shaped with residents.
Being ruthlessly financially efficient	The LSCP demonstrates financial efficiency by embedding quality assurance mechanisms like Practice Week, using shared training resources across boroughs, and leveraging multi-agency collaboration to reduce duplication. The report also outlines data-driven planning and performance frameworks that ensure resources are targeted where they have the greatest impact.
Taking pride in H&F	The report reflects a borough-wide commitment to excellence, with Ofsted rating Children's Services <i>Outstanding</i> . It showcases innovative practice, strong leadership, and a culture of continuous improvement. The LSCP celebrates the diversity and strengths of its community, and partners take pride in safeguarding children and young people across H&F.
Rising to the challenge of the climate and ecological emergency	While the report does not explicitly address environmental sustainability, the LSCP's emphasis on community resilience, youth engagement, and inclusive education lays the groundwork for future alignment with ecological priorities. Producing the LSCP Annual Report digitally rather than in print contributes to reducing the Partnership's environmental impact by minimising paper use, which helps conserve trees and reduces waste and avoiding emissions associated with printing, packaging, and physical distribution.

Background Papers Used in Preparing This Report.

Data used in the report is sourced from:

Callum Birks

CHS BI Analyst (Social Care)

Business Intelligence

Hammersmith & Fulham Council

DETAILED ANALYSIS

The Annual Report for 2024 – 2025 showcases the extensive work that has been undertaken across the Hammersmith & Fulham Safeguarding Children Partnership between April 2024 and March 2025.

This includes:

- Key safeguarding performance statistics held by Children and Young People's Service
- Progress of the LSCP Priorities
- Key activities and outcomes from the LSCP Subgroups
- Highlights and impact of safeguarding activities by partner agencies
- Looking ahead: Setting the new LSCP Priorities

LIST OF APPENDICES

Appendix 1 – H&F Local Safeguarding Children Partnership Annual Report (April 2024 – March 2025)



Local Safeguarding
Children Partnership

Hammersmith & Fulham

ANNUAL REPORT

APRIL 2024 - MARCH 2025

✉ LSCP@lbhf.gov.uk

🌐 hflscp.co.uk



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Local Safeguarding
Children Partnership



FOREWORD

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

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

Our New Priorities!

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

thankyou

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

INTRODUCTION FROM THE DESIGNATED SAFEGUARDING PARTNERS

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

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

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

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

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

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

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

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

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

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

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



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



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



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



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

MESSAGE FROM THE H&F LSCP INDEPENDENT SCRUTINEER

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

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

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

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

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

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

Derek Benson
Independent Scrutineer



Section 2 - H&F at a glance

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

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

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

1,318 Child and Family Assessments were completed

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

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

21% of pupils received free school meals

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

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

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

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

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

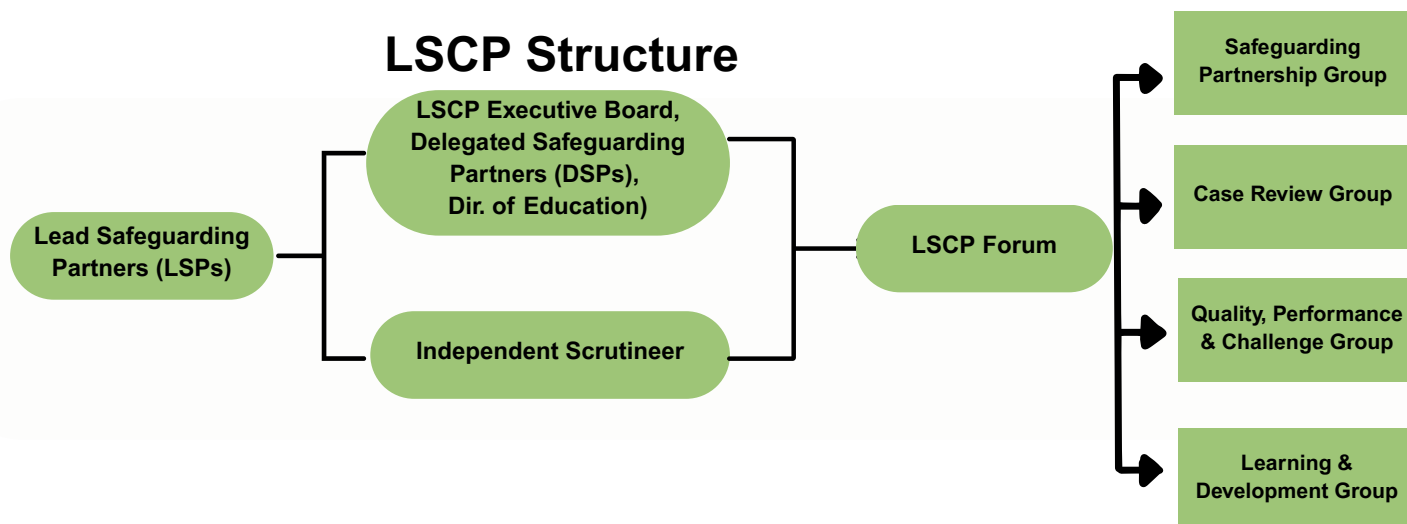
Children **eligible for Pupil Premium** achieved 62.9% reading, Writing and Maths at the expected level compared to 47.3% nationally.

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



Section 3 - About H&F LSCP

LSCP Structure



The Executive Board

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

LSCP Forum

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

LSCP Subgroups

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

Safeguarding Children Partnership Group

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

Strategic Priorities

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

Transitional Safeguarding

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

Safeguarding Adolescents, including children and young people with disabilities

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

OUR PARTNERS

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

Health

North West London ICB & ICS

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

Central London Community Healthcare Trust

- Associate Director of Safeguarding
- Named Nurse for Safeguarding

West London NHS Trust

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

Chelsea & Westminster Hospital NHS Foundation

- Named Nurse for Children's Safeguarding

Imperial College NHS Trust

- Safeguarding Children and Young People Team

Education & Early Years Provisions

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

Criminal Justice

Metropolitan Police

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

HM Prison & Probation Service

- Head of Service

Voluntary Sector

Young Hammersmith & Fulham Foundation

- Chief Executive Officer

H&F Council

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

Links to other Safeguarding Boards

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

Priority 1: Children's Mental Health

Highlights

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

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

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

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

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

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

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

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

MENTAL
HEALTH
IS THE
PRIORITY



Priority 1: Children's Mental Health



Impact

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

Future Plans

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

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

Highlights

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



Impact

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

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

Future Plans

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

Priority 3: Transitional Safeguarding

Highlights

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

Priority 3: Transitional Safeguarding



Impact

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

Future Plans

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



Priority 4: Safeguarding adolescents, including those with disabilities

Highlights

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

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

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

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

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

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

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

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

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

Priority 4: Safeguarding adolescents, including those with disabilities



Impact

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

Future Plans

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

Cross-Cutting theme: Voice of the Child

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



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

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

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

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

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

RAPID REVIEWS

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

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

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

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

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



Case Review Group: Highlights & Impact

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

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

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

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

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

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

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

Quality, Performance & Challenge Group: Highlights & Impact

Stop & Search Audit

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

Section 11 Audits completed

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

Section 175 Audits (Safeguarding in Education) completed

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

Safeguarding Adolescents – Stop and Search Audit

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

Performance Framework Development

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

LSCP Development Day

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

Learning & Development Group: Highlights & Impact

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

Safeguarding Partnership Group: Highlights & Impact

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

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



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

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

Gaming & Gambling

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

Child Sexual Abuse Hub

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

Youth Sector Supervision

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

LSCP Training: Highlights & Impact

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

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

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

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

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

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

New workshops include:

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

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

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

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

LSCP Training: Highlights & Impact

Future Plans

Strengthen Engagement and Attendance

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

Enhance Multi-Agency Collaboration

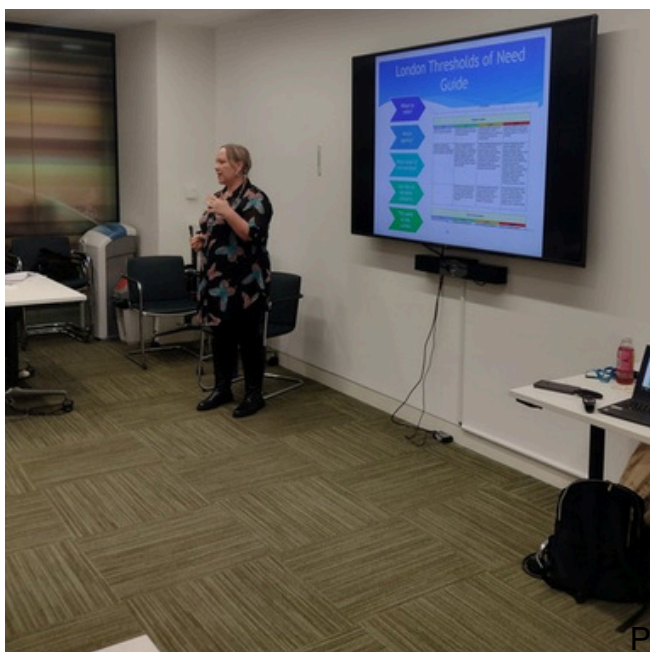
- Facilitate cross-agency learning groups or communities of practice following key workshops (e.g. Baby S review, domestic abuse).
- Create joint training sessions with adult services to strengthen transitions and whole-family safeguarding.
- Encourage co-delivery by professionals from different sectors,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

Promote Inclusion and Representation

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

Grow and Support the Co-Trainer Pool

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



Training and resources

The LSCP Multi-agency Safeguarding Children Training Programme

Training workshop and courses on offer

E-learning workshops

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

Main LSCP Training workshops

Core workshops

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

Managerial workshops

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

Specialist workshops

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

Partner Highlights & Impact

North West London Integrated Care Board (NWL ICB)

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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

NWL ICB Safeguarding Strategy (2024-2028)

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

Named GP

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

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

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

Training

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

FUTURE PLANS

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

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

Harm outside the Home:

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

Referrals:

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

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

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

Notting Hill Carnival Planning 2024

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



IMPACT

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

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

FUTURE PLANS

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

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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

Early Years and Family Support

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

Early Help and Parenting

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

Social Work and Child Protection

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

Children in Care and Advocacy

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

SEND and Inclusion

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

Mental Health and Wellbeing

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

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

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

Children's Voices & Relationships Matter

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

Multi-Agency Collaboration

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

Cultural Humility & Inclusion

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

Innovations in Practice

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



IMPACT

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

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

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

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

Improved Practice Quality

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

Stronger Relationships with Children & Families

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

Better Management Oversight

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

Enhanced Multi-Agency Working

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

Embedding Reflective & Systemic Practice

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

Learning Culture & Innovation

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

Children’s Voices Driving Change

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

FUTURE PLANS

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

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

Metropolitan Police

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

- MPS are currently undertaking a refresh of existing Achieving Best Evidence suites. All identified suites to be newly decorated, furnished with new audio/visual equipment. This is to make any child / vulnerable person feel more at ease with a safe space.
- MPS have now expanded their referrals desks which ensures a more joined up approach when dealing with children within the Public Protection environment.
- Training remains consistently delivered to new joiners / those requiring a refresh for investigations relating to children.



ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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

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

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



IMPACT

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

FUTURE PLANS

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

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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



IMPACT

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

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

FUTURE PLANS

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

Feedback from Education Settings:

Ormiston Bridge Academy

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

Impact

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

Jack Tizard School

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

Impact

- Improved information sharing and swifter action on referrals

Future

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

West London Free School (WLFS)

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

Impact

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

Future Plans

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

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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



IMPACT

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



ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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



IMPACT

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

Youth-informed practice:

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

FUTURE PLANS

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

ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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



IMPACT

Increased Awareness and Engagement

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

Transferable Risk and Police Referrals

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

Social Media and Concerning Behaviour

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

Training and Capacity Building

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

Quality Assurance and Partnership Working

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

FUTURE PLANS

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



ACTIONS TAKEN TO SAFEGUARDING CHILDREN

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

IMPACT

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

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

FUTURE PLANS

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

CHILD DEATH REVIEW TEAM

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

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

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

achievements

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

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

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

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

Examples include:

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

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

H&F EDUCATION & SCHOOL ATTENDANCE STRATEGY 2024 TO 2029

Aims:

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

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

The Strategic Priorities include:

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

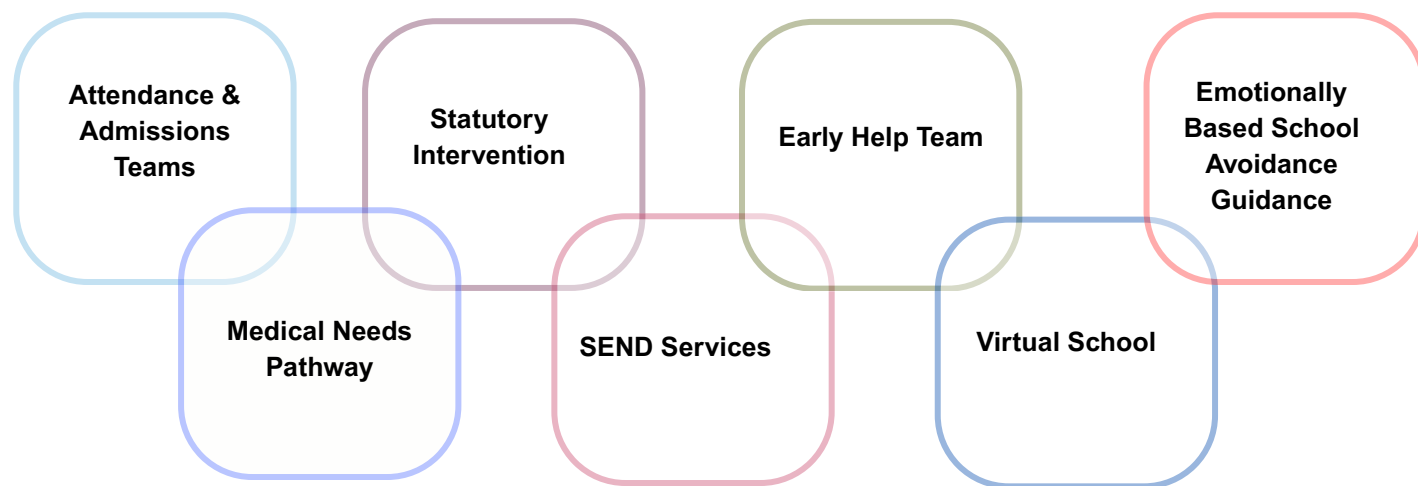
Measuring success:

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



H&F Education & School Attendance Strategy

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



EMOTIONALLY BASED SCHOOL AVOIDANCE (EBSA)

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

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

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

Did you know?

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

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

SEND and EBSA

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

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

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

Development Day



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

LSCP Priorities for 2025-2028

Priority 1: Staying Safe

This includes:

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

Priority 2: Early Identification and Prevention

This includes:

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

Priority 3: Think Family

This includes:

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

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



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

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

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

Themes That Run Through Everything

Three cross-cutting themes will underpin all our work:

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

What's Coming Next...

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

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

Appendix 1

H&F LSCP Finances

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

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

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

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Children and Education Policy and Accountability Committee

Date: 03/11/2025

Subject: Update on the National Children’s Social Care Reforms and Transformation Agenda

Report author: Sarah Sanderson, Operational Director – Children and Young People’s Services

Responsible Director: Jacqui McShannon, Executive Director – People Services

SUMMARY

The Children’s Social Care Reforms announced by Department for Education in November/December 2024 is a whole-system national transformation initiative aimed at improving integrated working to safeguard children and young people, with the expectation that local authorities start to implement changes from April 2025. This report sets out H&F’s position/response to the reforms and plans for transformation.

RECOMMENDATIONS

- 1. That the Committee notes the content of this report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Further strengthening our family help and child protection services by enhancing consistency, and aligning support to promote even better outcomes for children and families at the earliest opportunity.
Creating a compassionate council	Embedding family led decision making in children’s social care helps children and young people by supporting whole families and their networks. Practitioners work in partnership with parents and carers to address difficulties that families face and are committed to keeping children and young people within their family, wherever it is safe to do so.
Doing things with local residents, not to them	Family, child, young person and community voice and co-design is a central component of the Families First Programme.
Being ruthlessly financially efficient	Focus on early intervention, prevention and diversion to prevent families escalating through

	the children's social care system wherever possible.
Taking pride in H&F	Enhancing our offer of support to families and promoting better outcomes.

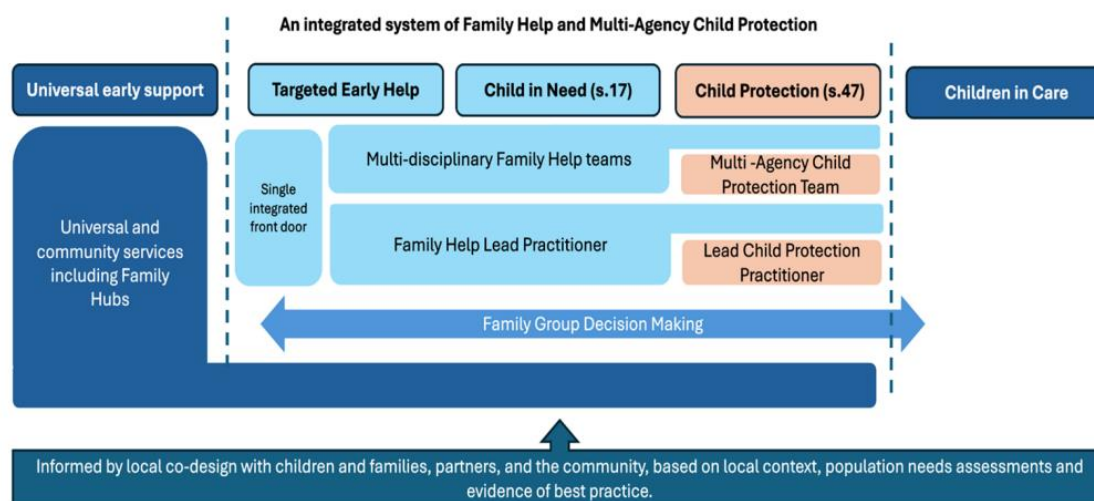
Background Papers Used in Preparing This Report

DETAILED ANALYSIS

Context

1. The Children's Social Care Reforms announced by the DfE in November/December 2024 build on the National Framework for Children's Social Care and its implementation will require whole-system transformation, including:
 - Merging targeted early help and section 17 into a single offer of support, with flexibility on who leads
 - Establishing multi-agency child protection teams (MACPT) and lead child protection practitioners
 - Strengthening the role of Education in safeguarding arrangements and introducing new oversight of home education
 - Improving data sharing
 - Enhancing our Kinship Local Offer and establishing Staying Close schemes.

Locally designed systems that meet the needs of the population with effective, integrated and joined up services with partners



2. In H&F, Children's Social Care has a well embedded practice model, stable workforce, strong leadership and significant existing strengths across our early intervention, safeguarding and care system. This is well evidenced in our 'Outstanding' Ofsted judgement (March 2024) and the sustainment of performance against a range of key indicators. We are committed to maintaining these strengths which reflect the key reform principles: relational and strengths-based practice, child and family-centred support, timely and proportionate intervention, and respect for diversity and lived experience. The

reform agenda is being harnessed as an opportunity to further develop and enhance practice and service delivery, whilst simultaneously learning from the experiences and growing evidence base from Pathfinder authorities.

H&F Transformation Programme

3. In June 2025, local authorities were asked to submit a delivery plan to the DfE which sets out plans and progress towards implementing the reforms. In H&F, our reform programme is centred around four workstreams underpinned by family, workforce and multi-agency voice:
 - Single Child and Family (CAF) Assessment
 - Adolescent Family Help Team
 - Integrated Front Door
 - Join-up with Voluntary and Community Sector (VCS) partners
4. In addition, we are working to further broaden and develop our existing approaches to family led decision making and parental advocacy, as well as reviewing our Kinship Strategy against the National Kinship Care Strategy (2024) and leading on the subregional fostering recruitment innovation.
5. The single assessment is already being implemented across Early Help and statutory social work services and work on the other workstreams has commenced which, going forward, will be overseen by the newly recruited Transformation Lead.
6. Given that adolescents are the biggest cohort of need, our local Families First programme will initially focus on this group. The Adolescent Family Help team is in development and will bring together, in an incremental way, a small team of Family Practitioners, social workers, and specialist adolescent leads, to respond to need through the spectrum of targeted early intervention, the assessment process and beyond. Adolescent Development training will also be delivered to the wider workforce across Children and Young People's Services (CYPS), adolescent expertise will be embedded at the Front Door, and join-up with partner agencies supporting adolescents is in progress.
7. In H&F, leaders across CYPS and Education are actively engaged in the London Innovation and Improvement Alliance (LIIA) programme of support whereby iterative learning from the two London based Pathfinder programmes is shared, as well as broader practice and design across London. This is supporting the careful and considered approach to reform planning.
8. Partner agencies have been involved in local and regional planning; given the London context and wider pressures, we are working through the complexities together with the aim of establishing a consistent approach to implementing the reforms across the region.

Governance

9. A multi-agency steering group has been established to oversee the reforms and transformation programme in H&F. This meets monthly and membership includes health, education, police, social care and voluntary sector organisations, and is chaired by the Operational Director – Children and Young People's Services. The group reports into the Children's Health,

Education and Social Care Board (Co-Chaired by the Executive Director for People) and the Local Safeguarding Children's Partnership (under the Exec Group – Police, Health and Local Authority).

Finance

10. Additional funding for these reforms will be provided through a new Children's Services Prevention Grant, with H&F due to receive £900,474 in 2025/26, as well as an additional one-off grant of £127,742 from the Ministry of Housing, Communities and Local Government (MHCLG). It is expected that a proportion of the funding will be spent on transformation activity with the remainder spent on service delivery, alongside the Children and Families Grant.

LIST OF APPENDICES

None

Agenda Item 6

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Children & Education Policy and Accountability Committee

Date: 3 November 2025

Subject: Local Offer Annual Report

Report author: Philip Tomsett, Head of Family Hubs

Responsible Director: Peter Haylock, Assistant Director Education & SEND

SUMMARY

The Local Offer (LO) brings in one place information and local services for children and young people with Special Educational Needs and/or Disabilities (SEND) aged 0 to 25, and their families. This report highlights co-produced work for the LO on the Family Hub website, to ensure it is accessible and meets the needs of families, children and young people.

The report includes findings from the ‘H&F Annual SEND Survey’ and highlights the ‘Best Local Offer 2024’ award from the National Association of Family Information Services (NAFIS).

RECOMMENDATIONS

For the Committee to note and comment on the report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	<i>Provides residents with information on free or low cost resources or activities available within the borough.</i>
Creating a compassionate council	<i>Provides residents with information on a range of services and organisations that support residents with SEND.</i>
Doing things with local residents, not to them	<i>Website and content co-produced and co-designed with residents. Includes information of services that have also been co-produced.</i>
Being ruthlessly financially efficient	<i>A small team with a hugely positive impact of many of our residents lives</i>
Taking pride in H&F	<i>Winner of a national award and promoted widely across the borough.</i>

Rising to the challenge of the climate and ecological emergency	<i>Aligns closely with services and organisations that share these values.</i>
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Background Papers Used in Preparing This Report

H&F Local Offer Annual Report 2024 – 2025

H&F Local Offer Annual Report 2024 – 2025 Easy Read Version

Introduction

1. The Local Offer (LO) is an online resource where residents can find information about services and support available for children and young people from birth to 25 who have Special Educational Needs and/or Disabilities (SEND), and their families. This includes:
 - Education, health, and care provision
 - what's on, leisure activities and clubs
 - employment and how to prepare for adult life (transition to adulthood)
 - financial support and travel care.
2. Since March 2024, H&F Family Hubs, The Family Information Service (FIS) and the LO, collaborate to present information on the Family Hub website. It serves as a central resource for all children and young people and families, offering targeted interventions for those with additional needs and specialist support for those requiring higher levels of care.

Accessibility options

Residents can:

- request information in alternative formats by emailing the LO inbox at local.offer@lbhf.gov.uk
- use the 'Report an accessibility issue' online form
- use the 'Translate this website' feature on every webpage
- use free voice control tools to interact with the site. For example, Windows Speech Recognition or Mac Voice Control
- access step-by-step guidance on www.lbhf.gov.uk/AbilityNet to adjust their device to suit their needs. For example, make the text larger, change the colour contrast or magnify the screen.

Co-production

3. Co-production means that children and young people, families, and decision-makers work together in an active way to plan, design and review the Local Offer (LO) webpages to make sure they are useful, and the information is accessible to everybody who needs to use it.
4. Co-production takes place both online and at various venues across H&F.

‘Co-production Hub’ meetings

5. These monthly sessions include the H&F parent and carers forum, Parentsactive and internal colleagues from Education and SEND, Social Care, Independent Living services and the Web team. Furthermore, health and community partners such as the Regional NHS Clinical Officer for SEND, the Carers Network and the H&F SEND Information and Advice Support Service (SENDIASS).
6. The LO developed 25 advice and guidance pages through the Co-production Hub, in the last year. This includes webpages and online guides for:
 - Education, health and care (EHC) plans and assessments: This developed primarily with SENDIASS who ensured the content was concise, with a timeline for added clarity.
 - Emotional wellbeing and mental health guide: This built on a previously co-produced ‘H&F NHS Parents Handbook to Mental Health Services for children & young people’.
 - Childcare support for children under 5 with SEND: This includes information on government legislation, H&F guidance and funding available. Parentsactive advised which information to prioritise and clarify, such as who applies for and receives the funding.
 - Preparing for adulthood (PfA) guide: This helps children and young people with SEND by outlining steps to improve health, wellbeing, and employment access. The H&F Local Area Partnership co-produced the content, and the LO refined it for better online accessibility.

Co-production with parents and carers

7. The LO team works closely with residents to test how easy it is to find information on some of the most frequently visited webpages. Real-life scenarios are used to guide the activity. This helps the team understand whether the content is clear and easy to navigate, or if the content needs to be changed. User testing took place at Family Hubs events. Residents participated and received an incentive. User journeys were tested for the following online guides:
 - I think my child needs help
 - Occupational therapy services for children and young people
 - Autism guide for parents and carers

Following feedback, the LO:

- made improvements to pages: A sub-heading ‘Things to do’ changed to ‘Activities for children and young people’. Similarly, ‘For further information’ changed to ‘If you feel your child is not making progress’. Additionally, sleep issues added to the page ‘I think my child needs help’

- worked with children's commissioning to enhance access to the 'H&F Holiday Activities and Food Programme' webpage. Also, the service launched a new Family Hub 'Activities' section with a dedicated subsection for those with SEND
 - added six key topics as green buttons on the LO landing page to improve access to frequently asked questions.
8. The LO plans to promote the new activities page through social media and will explore simplifying the landing page through co-production.

Co-production with young people

9. Throughout the year, the LO run a variety of sessions across the borough. In June 2024 over 20 young people joined a Youth Voice co-production session to discuss the 'Youth Hub' subsection of the Family Hub website. They shared priorities and created a list of 'Dos and Don'ts'. For example, "Use clear language" and "Avoid jargon".
10. In October 2024 the LO tested an employment webpage with the AOD Youth Board, where young Disabled people provided feedback which directly shaped improvements.

Comments included:

- "I like the text is not long and the different colours for titles"
- "I can read but can you add pictures for people who can't read?"
- "The employment page needs to cover young Disabled people's rights".

Following this, the LO:

- added a new button 'Employment advice for young people' to the council's 'Jobs' section
 - removed large images on the LO and 'Youth Hub', to make buttons and content more visible
 - included additional information in the employment advice guide
 - incorporated a link to a MENCAP easy-read version with image.
11. In March 2025, the employment advice guide received updates including information to help young people get into work and is now a Guide to starting work for young people. A co-production session with the Youth Council reviewed it and liked the clearer headings within the guide.
12. During that session, young people highlighted that they liked the clear link from the LO landing page to the 'Youth Hub'. The Youth Hub landing page also needs to be accessible to young people with SEND and this will be addressed through co-production.

13. The LO will also work with the Youth Council on 'Rights and Inclusion' content. It will feature a youth-led podcast addressing discrimination, covering topics such as sexual orientation and disability.

Co-production on accessibility options

14. The LO joined the H&F Digital Co-production Group to explore widget accessibility tools for the Family Hub website, enabling automatic adjustments to text size, colour contrast, and screen reader support. The Digital Co-production Group will explore further options.

Helping partners to co-produce their content

15. A monthly Occupational Therapy (OT) Implementation Group takes place with OT NHS teams and SEND services across the tri-borough to develop online resources. These will be centrally available on the NHS website, ensuring residents have access to high-quality materials.
16. This group enables the LO to network with other partners and shares feedback from residents. For example, residents expressed their need for strategies and tools to support their children at home.

The Marketing Plan

17. The Local Offer (LO) Marketing Plan 2024 to 2025 reflected a coordinated commitment across internal services, local community organisations and co-production groups to promote the LO. This includes:

Promotion through council teams

- Council staff used a Family Hub email banner and QR code for email signatures for 4 months, directing stakeholders to the website.
- Education and SEND services continue to include LO information and website links to their standard email signatures ensuring information was shared with each outgoing email.

Digital promotion on newsletters:

- Fortnightly newsletter from Parentsactive: Edition 115: Sent to parents of SEND
- H&F Early years newsletter for April 2024: Sent to childcare providers
- H&F School Staff Zone 25 November 2024: Sent to schools

Promotional materials:

- 2,000 Family Hubs 3-way leaflets were distributed across community centres, education, and health providers including GPs and health visitors.
- 500 LO business cards were shared with SEND families and professionals to increase its awareness and use.

Outreach

18. The LO information officer attended over 20 events including health, education and community fairs, co-production sessions with residents, coffee

mornings and Family Hubs launch events. This allowed the LO team to speak directly with families, young people and other professionals to promote the service, and signpost services to support their needs.

Outreach sessions were very well received by the community:

- "Thanks so much for all the information on the day and for taking the time to speak to some of us individually. The website is very helpful and easy to navigate"
- "The event was well attended, and parents felt that it was useful to navigate the website with the LO officer and to suggest any additions to it on the day"
- In response, the LO expanded its outreach plans on the 2025–2026 marketing plan.

Promotional outcomes and reflections

19. The 2025 Annual SEND Survey results showed that awareness of the LO reached 47.1%, progressing well toward the 60% target and achieving 78.5% of the goal set in the marketing plan. Additionally, the marketing campaign exceeded its usage target of 30%, reaching 33%.

20. Progress toward awareness and usage targets tends to grow steadily reflecting the time and effort needed to build trust and reach targeted audiences.

21. Based on these experiences and the progress made from 2024 the LO is working towards achieving 60% awareness by March 2026.

22. Distribute co-produced LO poster (created in March 2025) and the use of social media to boost awareness and engagement.

The Family Hub website and the Local Offer

23. Yearly figures: April 2024 to March 2025. The Family Hub website received 154,626 views, with the Local Offer (LO) subsection being the most popular at 7,264 views followed by 'Help with Childcare Costs' at 6,508 views.

24. Most visited SEND pages

The three most accessed SEND information resources were:

- Family Hub Stephen Wiltshire Centre
- Education, health and care (EHC) plans and assessments
- SEN resource base units and specialist schools

25. The LO re-launched the revised webpages A guide to starting work for young people and Preparing for adulthood (PfA). Access to these pages improved following co-production, navigation changes and targeted promotion.

26. Similarly, the Activities for SEND guide, Contact family hubs, SEND and partner services and Autism guide for parents and carers pages also proved popular since their launch.

27. Feedback on webpages

- Families liked the website's layout but asked for "clearer content on transitioning to adulthood".
- Parents and carers feedback on the 'Autism guide' led to plans for more inclusive content that incorporates "all the colours of autism" in co-production.
- Families and professionals identified the need "to incorporate home-based occupational therapy resources". This is in progress in collaboration with a dedicated NHS OT co-production group.

28. The LO team will continue co-production on the most visited SEND pages, while also monitoring website traffic to better understand which content is most meaningful and useful for families.

Local Offer Email Inbox

29. The LO reviewed emails received from parents and carers. Enquiries related to support with Education, Health and Care (EHC) plans, school placements, and annual reviews. Most enquires were answered by sharing web links which contain the information. Case specific enquires were sent to the SEND service to action.

30. Some enquiries involved cross-borough cases, where a child with an Education, Health and Care (EHC) plan lives outside the borough but attends a local school.

31. Other requests included short breaks, housing, early years, employment, the Stephen Wilshire (specialist SEND centre), speech and language needs, and carer support.

H&F Local Offer recognition and networking opportunities

32. The H&F LO won the 'Best Local Offer' award for 2024. The award was presented by the National Association of Family Information Services (NAFIS) who work closely with the Department for Education and Ofsted. One of the key elements to winning this award has been the co-production work.

33. During the year, the LO also worked in partnership with other local authorities to discuss developing the LO website. Local authorities included the Westminster and Royal Borough of Kensington and Chelsea, Reading and City of London. Discussions focused on work to improve access to information and the use of surveys to better understand awareness and usage.

Conclusion and next steps

34. The Local Offer has made substantial progress in becoming a trusted service hub that connects families, professionals, and services ensuring that children and young people with SEND, and their parents and carers, receive the support they need.

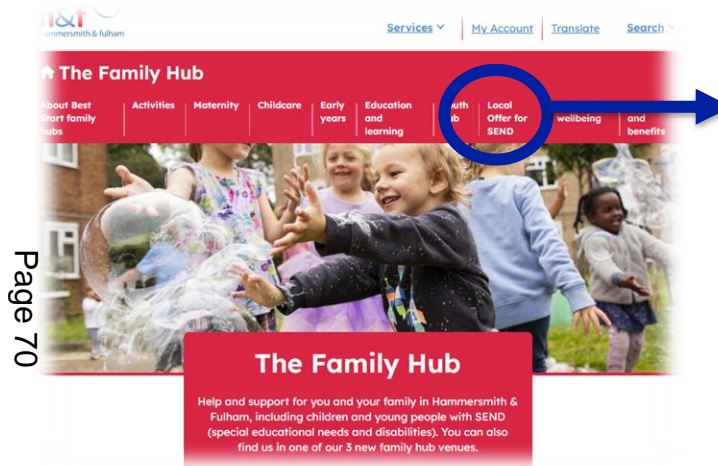
- The Family Hub website works well to bring information for all families in one place. However, due to the amount of information, the LO needs to review its navigation for SEND content.
- Co-production ensures LO information is clear, useful and easy to use. Testing activities are key to understanding how residents engage with content and what the LO needs to improve.
- After successfully implementing the 2024-2025 Marketing Plan awareness increased to 47.1%. For 2025-2026 the LO aims to increase awareness to 60%.

Appendix 1

Local Offer Plan and Comms

Local Offer Plan and Comms

★About the Local Offer (LO)



Local Offer for SEND

Services and support for children and young people, up to 25 with special educational needs and disabilities and their families.

★ Co-production



Hammersmith & Fulham
Health and Care Partnership
Better Together.



★ Vision

Children and young people to lead happy, healthy, and fulfilling lives and achieve their life goals.

In this presentation...

- Local Offer Annual Report 2024-25
- Key developments during 2025
- Next steps

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Our website has been awarded

H&F Local Offer for SEND
website is voted best in
England.



Have you heard about H&F's Local Offer?

Find out about information and local
services for children and young people
with Special Educational Needs and
Disabilities (SEND) aged
0-25, and their families.

Where can
I find free
and low-cost
activities?

I think my child
needs help

I would like
to get a job.
Where should
I go?

What
support
can I
receive?



www.lbhf.gov.uk/localoffer

local.offer@lbhf.gov.uk



hammersmith & fulham
**Family
Hub**

NHS

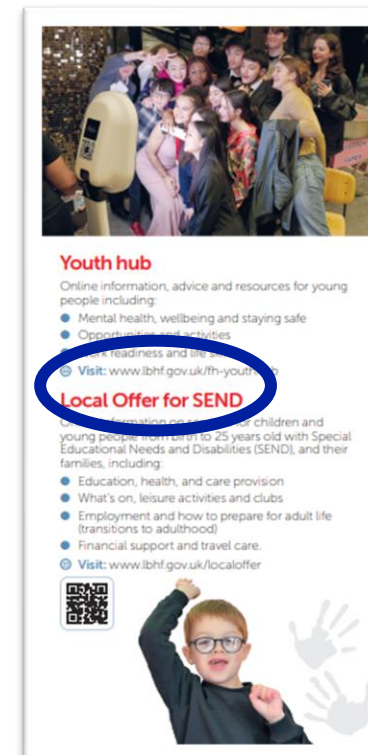
h&f
hammersmith & fulham

Local Offer Annual Report 2024/25 highlights

- Most visited section of the FH website
- LO awareness increased vs 2024 from 43.6% up to 47.1% and usage from 20.6% to 33.1%
- 50 content pages identified in co-production redesigned
- LO information included within Education & SEND comms (e.g. email signatures and letters)
- LO featured in newsletters (e.g. Parentsactive, Early Years, School Staff Zone)
- Promotional material distributed :
 - ✓ 2,000 Family Hub leaflets
 - ✓ 500 LO business cards



Family Hub leaflet



Local Offer business card



Key developments in 2025

★ New LO pages

- Information for families once an EHC plan is in place
- Activities for SEND.

Promoted via Family Hub Facebook post

★ Supported Internships co-produced video

★ Outreach promotion

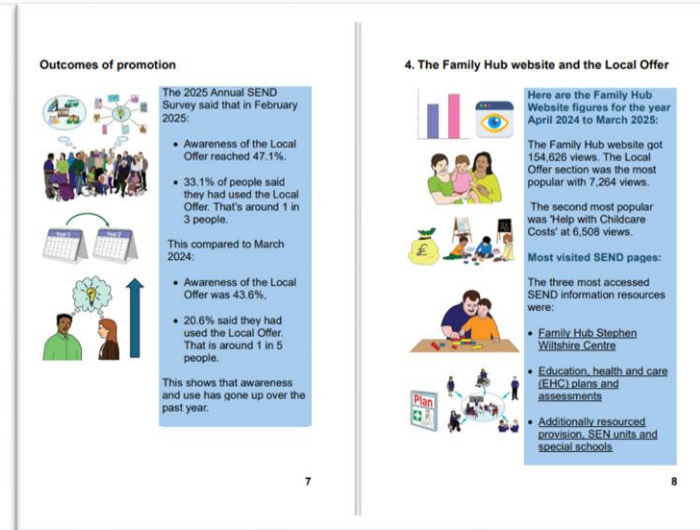
- All H&F SEN Schools and post-16 alternative provision engaged, reaching families and staff
- Community engagement through Urban Partnership Group (UPG) centres, the West Youth Zone, NHS North-West London clinics (e.g., Speech and Language Therapy and Cheyne services)
- All school SENCOs and SEND service forums.

Hammersmith & Fulham Council

Social Media post: Facebook



Annual report 2024-25 Easy Read version



Filming activity: In progress



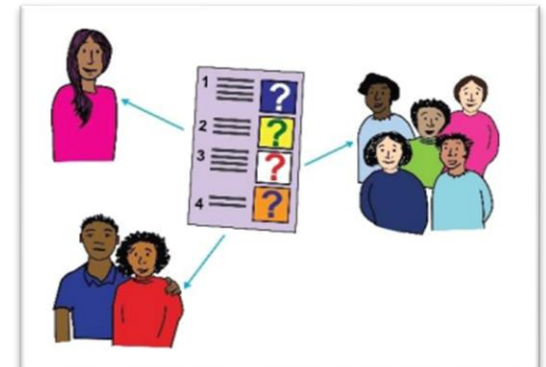
Early Years' Forum at Tudor Rose



Next steps...

★ Improving accessibility

- Expanding seamless information links with Family Hubs, the Family Information Service, The 'Youth Hub' and Adult services
- Extending features like videos and podcasts and easy read format.



★ New content pages

★ Increasing reach and engagement

By March 2026:

- LO awareness to increase 60% and usage to 40% vs 47.1% and 33.1% in 2025
- LO pages views based on FH website views estimated at 8,258 vs 7,264 in 2025.

Local Offer details

All the information about SEND services and support available for children and young people from birth to 25 years with special educational needs and disabilities can be found by visiting

www.lbhf.gov.uk/localoffer



To contact us via email local.offer@lbhf.gov.uk

★ Please let us know if you prefer to access this presentation in a different format : e.g. audio recording, braille, large print.

Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Children and Education Policy and Accountability Committee

Date: 3/11/2025

Subject: Summer in the City 2025

Report author: Marcus Robinson, Strategic Commissioner

Responsible Director: Peter Haylock, Operational Director for Education and SEND

SUMMARY

Summer in the City is the highlight of the council's delivery of the Holiday Activity and Food Programme. The accompanying report provides an overview of delivery this summer.

RECOMMENDATIONS

1. For the Committee to note and comment on the accompanying report.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	We worked with 32 local providers to deliver this provision as well as bringing together a range of supporting partners.
Creating a compassionate council	Our provision supports children facing disadvantage to access opportunities over the school holidays.
Doing things with local residents, not to them	Our programme is developed through feedback from children, families and local providers.
Being ruthlessly financially efficient	This provision makes use of grant funding to support our residents.
Taking pride in H&F	Summer in the City brings together communities, supporting children to have a happy and healthy summer.

Rising to the challenge of the climate and ecological emergency	All our provision contains an element of nutritional education, supporting children to eat healthy sustainable diets.
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BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None

DETAILED ANALYSIS

1. Summer in the City is part of the council's delivery of the DfE Holiday Activity and Food Programme, providing free activities for school aged children that promote fitness, nutrition and social engagement.
2. Coordinated by our external partners at LMP Action CIC; Over the five-week period, we worked with 32 local providers to deliver inclusive sessions and events for young people. A wide range of high quality activities were delivered, including sports, arts, cultural opportunities and specialist SEND provision.
3. A set back this year was the cancellation of our annual CommUNITY day launch, with poor weather causing the site to be flooded. This event is normally an opportunities for teams to promote activities and engage families directly at the start of the summer.
4. Despite this set back and loss of engagements at CommUNITY day, overall engagement numbers were similar to last year. Demand remained high, and most providers met or exceeded their anticipated numbers, ensuring strong reach into local communities. Around 2,400 children attended across the summer including more than 2000 with SEND. 73% of all attendees were eligible for Free School Meals with most attendees being from Global Majority ethnic groups.
5. Successes included the continued use of Family Hub venues, enabling providers to reduce costs or direct additional funding to provision. Many also commissioned local artists, caterers and organisations, strengthening community ties. Feedback from families has highlighted the importance of varied sports, more performing arts opportunities and tailored activities for older children, which will inform future modelling.
6. Provision continues to support the Council's Food Strategy. 55% of providers involve the children in food preparation and food education was also supported through food themed art projects, interactive games, and cooking workshop. Recipe booklets were distributed to families offering easy, affordable meal ideas and parents reported that children came home more enthusiastic about cooking.
7. The holiday programme continues to be very well received 100% of families said the programme supported their family by easing financial pressure and

80% described noticeable improvements in their child's confidence and social development.

8. Funding for the HAF programme has been announced for the next three years. As well as planning winter delivery, the Council is currently in the process putting in place future coordination arrangements for the programme, building on the current successful model.

LIST OF APPENDICES

Appendix A

H&F Summer in the City 2025 Report

HOLIDAY ACTIVITY AND FOOD PROGRAMME

SUMMER IN THE CITY HAMMERSMITH & FULHAM

Summer 2025



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HOLIDAY ACTIVITY AND FOOD

The Holiday Activities and Food (HAF) programme is a national initiative providing free holiday provision during the Easter, summer, and Christmas school breaks. It offers crucial support to families on lower incomes, ensuring children have access to enriching activities and nutritious meals outside of term time.

Research highlights that school holidays can be challenging for some families, with financial pressures and limited opportunities affecting children's experiences. Those from lower-income households may have fewer chances to take part in organised activities, are at greater risk of poor nutrition and reduced physical activity, and may experience increased social isolation.

The HAF programme helps to address these challenges by:

- Encouraging healthy eating habits among children and young people.
- Supporting physical activity and overall well-being.
- Providing engaging activities that build confidence, character, and resilience.
- Creating safe environments where children can socialise and feel included.
- Increasing awareness of nutrition and healthy lifestyles.
- Strengthening links between families, schools, and local communities.

SUMMER IN THE CITY

This Summer Hammersmith and Fulham's 2025 Summer in the City Holiday Activity and Food Programme, delivered in collaboration with LMP Action CIC, brought together fun, food, and engaging experiences for children and young people across the borough. Designed to support families during the school holidays, the programme offered a wide range of free activities alongside nutritious meals.

Over the five-week period, we worked with 32 local providers to deliver inclusive sessions and events for young people aged 4 to 18, and up to 25 for those with additional needs. From rock climbing and creative arts to cooking, storytelling, and science workshops, the programme offered something for everyone. Each setting created a safe and welcoming space for young people to build confidence, connect with others, and enjoy their Summer holidays.



£370,962
FUNDING AWARDED

2385
UNIQUE YOUNG
PEOPLE

16,491
ATTENDANCES

16,491
MEALS SERVED

2208
HOURS OF
DELIVERY



SEND SUPPORT

Hammersmith and Fulham remains committed to inclusivity within the Holiday Activities and Food (HAF) programme, ensuring all children, including those with Special Educational Needs and Disabilities (SEND), have access to enriching activities and nutritious meals during the school holidays.

All providers offer spaces to young people with SEND, while four specialist provisions are equipped to support those with complex or profound needs who may require more tailored support. This Summer, one new SEND specific providers joined the programme, WormWood Scrubs Pony Centre, bringing a unique opportunity for young people with additional needs and helping to strengthen the overall offer.

We continue to focus on creating safe and supportive environments where young people can thrive. This remains a key priority as the number of young people with SEND in the borough continues to rise, while suitable provision remains limited. During Summer in the City, we recorded 2097 attendances from young people with SEND, reflecting the programme's reach and impact.



SEND Numbers

179
**UNIQUE YP IN
UNIVERSAL
PROVISION**

123
**UNIQUE YP IN
SPECIALIST
PROVISION**

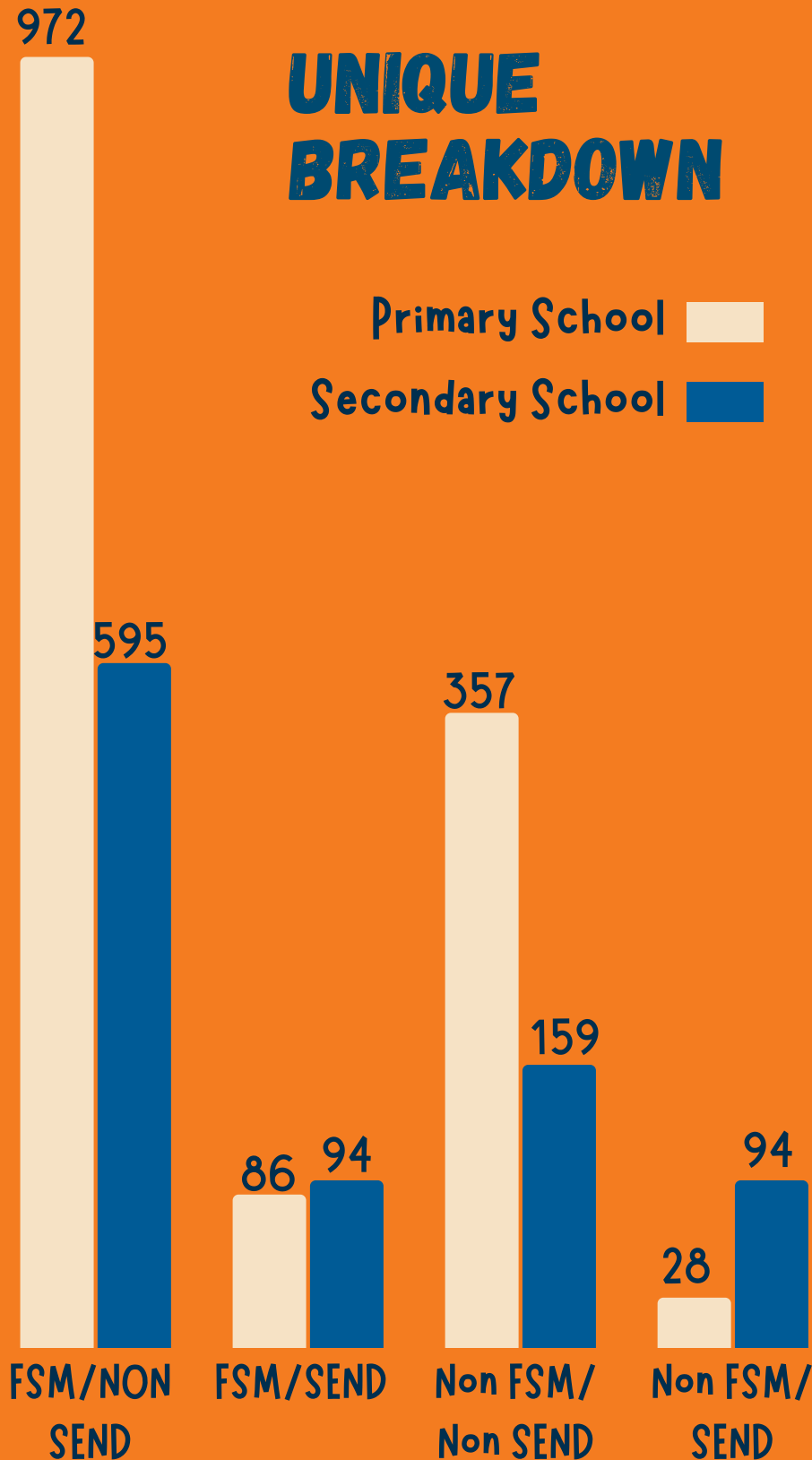
2097
ATTENDANCES

224
**HOURS OF
SPECIALIST
DELIVERY**

IMPACT INSIGHTS

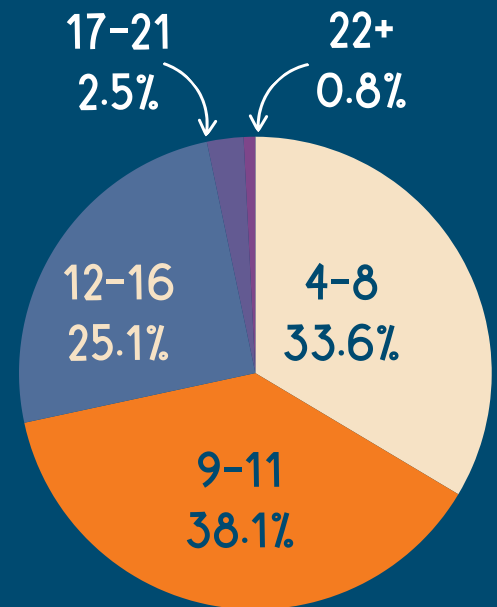


UNIQUE BREAKDOWN



73%

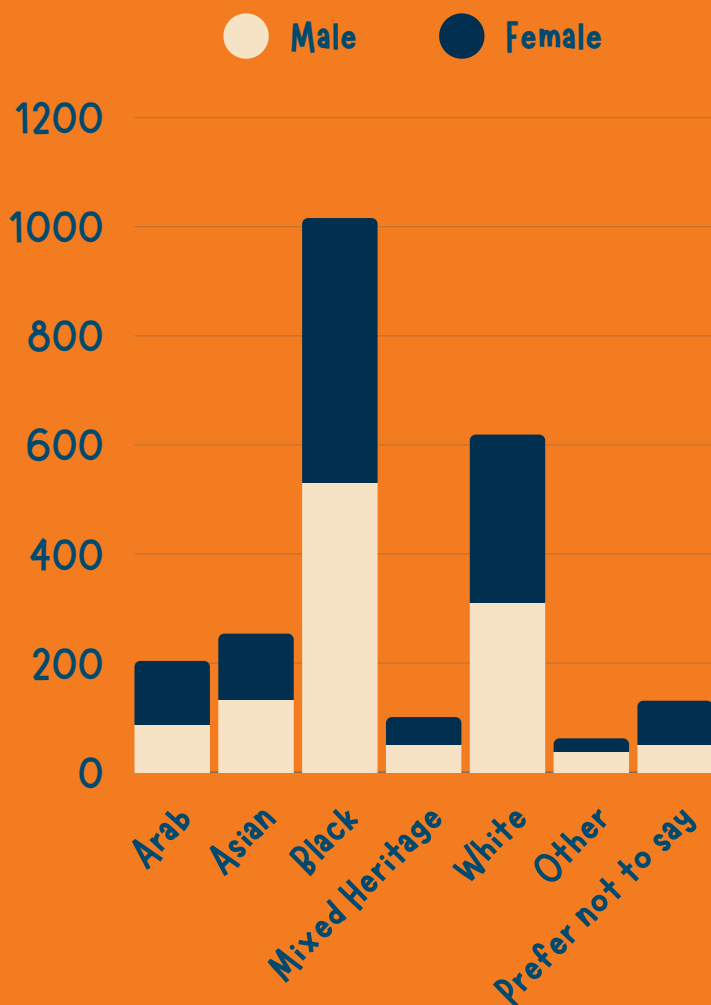
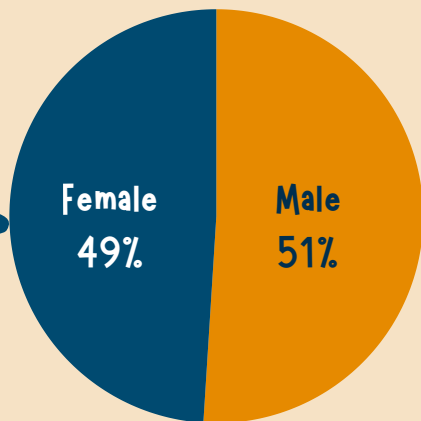
**BENEFIT
RELATED FSM**



AGE



GENDER AND ETHNICITY



ATTENDANCE

Average attendance	13 sessions
Most Common	8 sessions
Range	5-31 sessions

North

6885 Attendances

903 Unique Young people

12 Providers

Central

5221 Attendances

845 Unique Young people

10 Providers

South

4385 Attendances

637 Unique Young people

10 Providers



FOOD & EDUCATION



Food remains a central element of the Summer in the City programme, combining daily nutritious meals with meaningful food education for young people and their families. During the Summer delivery, 80 percent of providers served hot meals, with 55 percent cooking onsite and involving children in the process through informal cooking sessions. A further 20 percent partnered with local restaurants, school catering companies, and community food trucks to provide high quality hot food.

To further support families, providers received food boxes from the charities and food education organisations. These were distributed to families to ensure access to nutritious ingredients and help reduce holiday food insecurity at home. Food education was embedded through a variety of approaches. While children ate together, staff encouraged discussions about food origins, healthy choices, and how meals were prepared. Activities such as food themed art projects, interactive games, and cooking workshops helped build knowledge and interest in a practical and engaging way. Children were more willing to try new foods and grew in confidence around food preparation and choices.



A recipe booklet was shared with families before and after delivery, offering easy, affordable meal ideas to try at home. Parents reported that children were more enthusiastic about cooking, often bringing home what they had learned to share with siblings and care givers.



80%

of providers serve hot food



55%

of providers cook hot meals on site and involve young people in cooking their lunch



100%

of providers ensure a minimum of 1 hour of food education per day

PROVIDERS




The Summer in the City programme was delivered in partnership with a diverse range of local organisations. This Summer saw 32 providers take part, including seven new additions to the borough for one off events. One of these was a specialist SEND provider, reflecting our commitment to expanding inclusive opportunities for young people with additional needs.

Providers were a combination of long-standing delivery partners and first-time contributors. Their shared commitment to supporting families and delivering high quality provision was central to the success of the programme.

Selection and Reach

All providers were selected through a transparent application process, ensuring:

- A borough-wide geographical spread
- Inclusion of SEND specific and inclusive providers
- Alignment with programme priorities: safety, enrichment, nutrition, and accessibility



“THE PROGRAMME WAS VERY WELL MANAGED AND DELIVERED, WITH STRONG COMMUNICATION AND POSITIVE ENGAGEMENT FROM THE LMP TEAM.”



100%

of providers felt they were well informed about the delivery processes and expectations of the HAF programme prior to delivery.



100%

of providers rated the management of the programme as 'good' or 'excellent'.

CASE STUDY

**“I FEEL MORE
CONFIDENT NOW, I
EVEN HELPED
YOUNGER CHILDREN
WITH THE GAMES.”
— AGE 13”**



Child D and his family recently arrived in the UK. His mother shared that he was struggling to settle at school and worried he might become disengaged over the summer. To keep him positively occupied, she booked him onto Summer in the City provision.

Reflecting on the impact, she said, "Such activities have been invaluable. It's lovely for him to be positively engaged in the community. He can now lead us all to the places of activity for family events!"

Child D also recognised the benefit, saying, "I can meet other people and stop playing PlayStation!"

Staff at the club are now planning to offer him a young volunteer role supporting Club sessions which is a positive next step in his confidence and development.

YOUNG PERSON FEEDBACK

**“IT’S A FAMILY, AND I FEEL
HAPPY WHEN I’M HERE.”**

Young people remain at the heart of the Summer in the City programme. Activities were shaped with direct input from Hammersmith and Fulham's Youth Council and Youth Board. Their contributions helped inform decisions about delivery, accessibility, and the types of activities offered, ensuring the programme remained relevant and engaging.

“I WISH WE COULD GO EVERY DAY.”

Providers also played a key role in capturing young people's experiences, using their own feedback forms to review and improve their sessions. In addition, a borough-wide feedback form was shared with young people and families after each week of delivery. This anonymous survey allowed us to gather honest, constructive feedback and ensure the programme continues to evolve in response to what young people value.

**“I WAS SHY WHEN I FIRST CAME TO
HOLIDAY CLUB BUT NOW I TALK TO LOTS
OF NEW FRIENDS”**

Across all provisions, 92% of young people surveyed rated the quality of the programme as good or excellent, and 97% said they would attend again. The majority reported that attending HAF sessions improved their physical and mental wellbeing, enhanced their confidence, and helped them develop new friendships and social skills.



CASE STUDY

A young person joined the youth service one year ago and now regularly attends both term time and holiday sessions, including music and youth club activities. Before joining, they had limited social interaction and struggled with confidence and communication, often leading to isolation.

Since becoming involved, the young person has made significant progress in developing friendships and confidence. They have actively taken part in art, dance, and sports sessions that support their self-expression, coordination, and wellbeing. Music has become a particular passion, with regular attendance at weekly sessions where they have created and performed their own pieces. Taking part in group performances has boosted their self-esteem and helped them to feel included and valued.

Through consistent engagement, they have developed new skills, built strong relationships with staff and peers, and gained confidence in expressing their thoughts and ideas. The youth service continues to provide a supportive environment that enables them to grow in independence, emotional resilience, and communication, creating a lasting foundation for future personal and social development.



“THE FOOD WAS REALLY NICE, AND I TRIED PASTA WITH VEGETABLES FOR THE FIRST TIME.”

CARE GIVER FEEDBACK

“THIS IS THE BEST THING THAT’S HAPPENED TO FAMILIES LIKE OURS.”

Parents and carers expressed strong satisfaction with the HAF programme, highlighting its positive impact on children's confidence, social skills, and overall wellbeing. Many noted that activities helped their children make friends, stay active, and learn new life skills in a safe and supportive environment.

Parents praised staff for being welcoming and caring, describing the programme as “a great camp” and “a safe and happy place for children.” Several families said they valued the accessible booking system and the variety of activities offered.

Overall, parents reported that HAF provided vital support during school holidays, helping children thrive both socially and emotionally while easing family pressures.

“THE RECIPES MY SON MADE WERE GREAT. EVEN MY YOUNGEST, WHO IS A FUSSY EATER, ENJOYED THEM.”

Of the 200 parents surveyed:



100%

said the programme supported their family by easing financial pressures



100%

said it ensured their children ate nutritious meals each day



80%

described noticeable improvements in their child's confidence and social development



MARKETING

To support the Summer in the City programme, all bookings were managed exclusively through Plinth. This centralised system has significantly improved the accessibility and coordination of the programme across the borough. Having all booking information in one place makes the overall management of delivery more efficient and ensures families can easily access what they need.

Programme details were shared via School Zone and directly to families through Plinth, with the digital brochure achieving an 84 percent click through rate among those who opened it. Printed brochures were also made available through children's centres to support those without digital

While all bookings are processed through Plinth, providers are encouraged to share their individual booking links with families to help promote their own sessions. They can also promote the main calendar of activities page, which is linked to the Hammersmith and Fulham HAF website, ensuring families can browse and book sessions across the entire borough.



HOLIDAY ACTIVITIES AND FOOD PROGRAMME

The 2025 Summer in the City programme demonstrated the continued strength and impact of Hammersmith and Fulham's Holiday Activities and Food (HAF) provision. Through a wide network of local providers, the programme delivered enriching, inclusive, and high-quality activities across the borough, ensuring children and young people had access to safe spaces, nutritious meals, and positive summer experiences.

Over the course of the summer, feedback consistently highlighted the value of the programme to both young people and families. Children reported feeling happier, more confident, and proud of what they achieved, with 97% saying they would attend again.

**“IT WAS FUN
DOING SPORTS
EVERY DAY. I
FEEL FITTER
AND HAPPIER.”**

Parents and carers echoed this positivity, with 100% confirming the programme supported them financially and ensured their children had access to healthy meals. Providers praised the strong coordination, communication, and borough-wide collaboration that allowed them to deliver impactful sessions to a wide range of ages and needs.

The success of Summer in the City 2025 is a reflection of strong local partnerships, committed delivery teams, and the collective effort to give every child the opportunity to thrive. As we move forward, feedback from families, providers, and young people will continue to shape delivery, ensuring the programme remains responsive, inclusive, and deeply embedded in the community it serves.



WINTER FESTIVE FUN

Winter remains a quieter delivery period, with a smaller group of providers offering five days of activity across the borough. These sessions will continue to provide a safe and engaging environment for young people, combining creative, physical, and wellbeing-focused activities with access to nutritious meals during the school holidays.

CHRISTMAS HAMPERS

A key focus this season will be the Christmas Hamper initiative, with 1,000 hampers being assembled and distributed on 17th and 18th December for young people and families in Hammersmith and Fulham. Each hamper will include 2 meal kits, books donated by the Children's Book Trust and hygiene products provided by The Hygiene Bank, supporting both wellbeing and literacy during the festive period.



HAF CONTINUATION

With the national HAF programme confirmed for a further three years, there is now a strong opportunity to reflect on successes and shape the next phase of delivery.

YOUTH VOICE

The Youth Board, formed through the Youth Service contract, will spend this term consulting with young people across the borough to identify new ideas and priorities for both term time and holiday provision.

The Youth Board will also begin a partnership with Bite Back, a campaign founded by Jamie Oliver that empowers young people to advocate for healthier, fairer food and improved food marketing. It is hoped that this partnership will extend into the HAF programme, supporting future initiatives that place nutrition, youth leadership, and social impact at the centre of local delivery.



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Holiday Activity and Food Programme

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