



# HAMMERSMITH & FULHAM LOCAL SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENTS

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**Review Arrangements:**

**These arrangements will be reviewed on an annual basis by the LSCP Executive Board**



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## Introduction

This document sets out the agreed partnership arrangements for safeguarding children and young people in the London Borough of Hammersmith and Fulham. These arrangements will commence from 1<sup>st</sup> April 2021 when the borough formally disaggregates from the Tri-borough Local Safeguarding Children Partnership.

These arrangements are in accordance with the Children and Social Work Act in 2017 and the revised statutory guidance Working Together 2018: both of which set out what is expected of organisations, individually and jointly, to safeguard and promote the welfare of children.

Hammersmith and Fulham's arrangements have been designed to capitalise on the pre-existing engagement of a range of partner agencies discharging the above responsibilities as members of the Tri-borough Local Safeguarding Children Partnership. The arrangements reflect the legislative requirements, particularly the statutory leadership roles of the three safeguarding partners – local authorities, clinical commissioning groups and police.

## Our Vision

It is our ambition that all children living in Hammersmith & Fulham area are able to grow up in circumstances where they are safe from harm, enjoy a healthy life, including having good mental health and emotional wellbeing and have opportunities to achieve good outcomes. Children are at the core of everything we do. The voice of children and young people is a cross cutting priority and their views will influence the strategic priorities and work of the Safeguarding Children Partnership. We believe that safeguarding children is everyone's responsibility and want to ensure that this is achieved through a strong coordinated multiagency approach. We will work together to find the best way to drive improvements to practice and service delivery and will regularly evaluate our work to ensure we are achieving our goals.



## Hammersmith & Fulham LSCP Governance and Structure

Working Together 2018 names the lead representatives from each of the three safeguarding partners as “the local authority chief executive, the Accountable Officer, NWL Clinical Commissioning Group and a chief officer of police”.

For Hammersmith and Fulham, the lead representatives are:

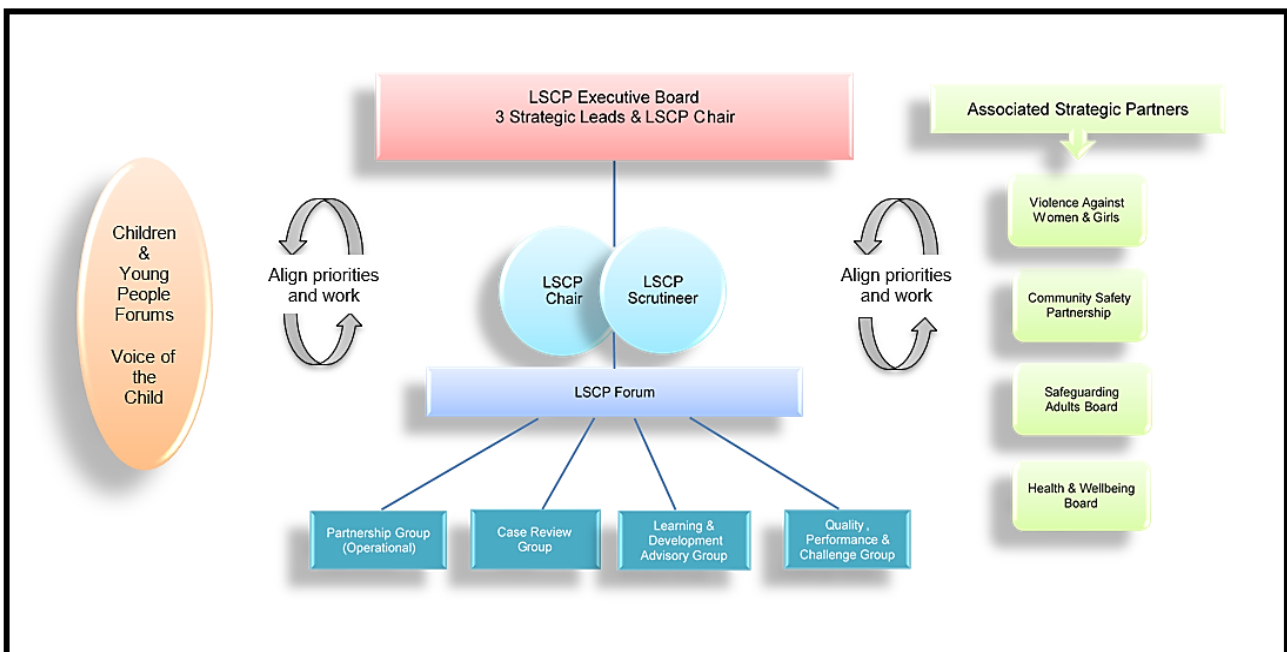
- Chief Executive, London Borough of Hammersmith and Fulham
- Accountable Officer, North West London CCG
- BCU Commander, Central West Basic Command Unit, Met. Police

The lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. In Hammersmith and Fulham, the lead representatives have identified the following senior officers in their respective agencies who have responsibility and authority for censuring full participation with these arrangements:

- Director of Children’s Services, London Borough of Hammersmith and Fulham
- Chief Nurse, NWL CCG
- Superintendent (Safeguarding Lead), Central West BCU

The senior officers have delegated authority to:

- make decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation to account on how effectively they participate in and implement the local arrangements



## **Hammersmith and Fulham LSCP Executive Board**

Membership and attendance of this Board must be (where possible) the most senior level of each organisation and remain consistent to ensure timely and effective decision-making and commitment.

- Chief Executive, London Borough of Hammersmith and Fulham
- Accountable Officer, NWL CCG
- BCU Commander, Central West Basic Command Unit, Met. Police

And/or delegates

- Director of Children's Services, London Borough of Hammersmith and Fulham
- Chief Nurse (or delegate) NWL CCG
- Superintendent (Safeguarding Lead), Central West BCU

The Executive Board will fulfil the objectives, functions and responsibilities set out in Working Together 2018 to safeguard and promote the welfare of all children in Hammersmith and Fulham by:

- agreeing the overarching strategic vision and local priorities for safeguarding children
- challenging and holding the Safeguarding Forum to account
- agreeing, publishing and reviewing the safeguarding oversight arrangements
- monitoring serious child safeguarding cases which raise issues of importance
- ensuring that the arrangements to work together to identify and respond to the needs of children in the area are effective and robust
- identifying any new safeguarding issues and emerging threats
- making the strategic links with other Hammersmith and Fulham partnerships
- making provision for independent scrutiny of the safeguarding arrangements
- producing an annual report

The Executive Board will meet three times a year for 2 hours. The three partners to share the responsibility to lead the planning, hosting and chairing of the meetings on a rotational basis. The meetings of the Executive Board will not be held in public.

A formal record of all Executive Board meetings will be taken and submitted for approval at the next meeting. This record, subject to issues of confidentiality and legal considerations, will be a public document and published on a Hammersmith and Fulham safeguarding independent website.

A meeting of the Executive Board requires at least one representative from each of the three safeguarding partners to be quorate. No decisions can be made without the meeting being quorate.

## **Hammersmith and Fulham Safeguarding Children Partnership Forum**

The Hammersmith and Fulham Safeguarding Children Partnership Forum is a wider partnership forum accountable to the Executive Board.

The Forum will co-ordinate and monitor multi-agency safeguarding oversight arrangements for effectiveness as set out in Working Together 2018 and will be led by an Independent Chair.

The Forum is responsible for:

- driving delivery of local safeguarding priorities set by the Executive Board
- building relationships with other strategic partnerships, the local community, and schools and other educational establishments
- seeking assurance on behalf of the Executive Board that partners are fulfilling their safeguarding responsibilities, sharing information effectively and have robust safeguarding policies and procedures in place through multi-agency audits (including S.11 audit) and Forum meetings
- continuing to follow the London Child Protection Procedures and develop and maintain a Hammersmith and Fulham thresholds document
- developing, implementing and monitoring the impact of an interagency safeguarding children learning and development offer, incorporating local and national learning from serious child safeguarding cases
- analysing and considering partnership responses to any new safeguarding issues and emerging threats identified by the Executive Board
- undertaking Local Learning Reviews on behalf of the Executive Board
- developing ways for the safeguarding oversight arrangements to include the voices of children and families in Hammersmith and Fulham
- agreeing a way of reporting and using multi-agency management information, data and intelligence to establish an overview of and assess the effectiveness of safeguarding activity within Hammersmith and Fulham
- supporting agencies in resolving disputes that have been appropriately escalated
- developing an annual work programme for agreement by the Executive Board
- overseeing and guiding the work of the agreed priority groups.

The Forum will meet at least quarterly meetings of the Forum will not be held in public.

A formal record of all Forum meetings will be taken and submitted for approval at the next meeting. This record, subject to confidentiality and legal considerations, will be a public document and published on the Hammersmith and Fulham safeguarding independent website.

Attendance at all Forum meetings will be monitored and reported as part of the Executive Board annual report.

The Independent Chair may raise any concerns regarding attendance and engagement of relevant agencies with both the agency concerned and the Executive Board.

### **The Safeguarding Children Partnership Group**

The Hammersmith & Fulham Safeguarding Children Partnership Group is accountable to the LSCP Forum and is chaired by the Head of Safeguarding.

The Safeguarding Children Partnership Group is an operational partner collaboration that responds to safeguarding issues arising within frontline services and practice across the multiagency network, delivers on the priorities and policies of the LSCP at the front line, and acts as a vehicle to influence the strategic direction and priorities of the LSCP.

The Safeguarding Children Partnership Group is responsible for:

- Delivering the priorities and policies of the LSCP
- Building and maintaining relationships with partner agencies, voluntary agencies and the community
- Bringing the voice of the child in to the LSCP; influencing and responding to the LSCP priorities and activities
- Supporting agencies to resolve issues and disputes
- Offering challenge to partner and voluntary agencies regarding safeguarding practice and delivery of services
- Ensure learning is disseminated across the multiagency network
- Establishing an understanding of the issues affecting and impacting on agencies ability to safeguard children in Hammersmith & Fulham and report this information to the LSCP Forum and Executive Board
- To share information with the Forum and Executive Board to assist in addressing and developing strategies to address the safety of children in Hammersmith & Fulham
- Escalate issues that cannot be resolved at an operational level

### **Subgroups**

The Executive Board has agreed to set up the following subgroups:

#### Learning and Development Advisory Group.

The Learning and Development Advisory Group will be responsible for:

- promoting learning from safeguarding best practice
- promoting learning around identified local and national priorities
- promoting learning from local and national learning reviews and audits
- providing updates on the progress and the impact of the multi-agency learning offer
- providing recommendations and suggested actions to improve multi-agency practice through learning and development in Hammersmith and Fulham

## Case Review Group

The Case Review Subgroup will be responsible for:

- considering all serious incident cases in Hammersmith and Fulham and making recommendations to the Safeguarding Partners for determination if the learning review criteria has been met
- identifying recommendations for any lessons to be learnt from serious incidents in Hammersmith and Fulham
- coordinating the arrangements on behalf of the safeguarding partners for commissioning and publishing local child safeguarding practice reviews
- developing the terms of reference, monitoring progress developing improvement plans coming for each local review
- making recommendations for multi-agency learning events based on the findings arising from case reviews and what the process is for undertaking them
- sharing examples of good practice to develop understanding of what works well
- The Case Review Group will have a fixed core membership drawn from the statutory partners and relevant agencies and with the flexibility to invite other relevant professionals to discuss certain cases as and when appropriate.
- In order to ensure that a coordinated response fully addresses all concerns surrounding serious incidents, all relevant data should be shared and reviewed as permitted within legal and legislative data protection stipulations.
- In recognition of the sensitive and confidential nature of business, all agency representatives must sign a confidentiality agreement which includes the requirement to appropriately share and securely store information.
- The impact that any local and relevant national reviews have on improving services and reducing the incidence of serious harm to children will be included in the safeguarding partners annual report.
- Where possible and appropriate to do so, children, young people and families will be involved in learning reviews and events.
- The activities of the Case Review Group will be included within the Safeguarding partners annual report.
- Where matters of a confidential nature are discussed, any information published will be redacted accordingly to protect the subject.

## Quality, Performance and Challenge Group

The Quality Performance and Challenge Group will be responsible for:

- Agreeing and delivering a multiagency audit programme, based on local priorities and emerging needs, to help measure the quality, effectiveness and outcomes of safeguarding work across the partnership.
- Monitoring and evaluating the effectiveness of what is being achieved by partners, individually and collectively.
- Ensuring gaps in performance are understood, communicated and actioned
- Holding agencies to account for their organisational performance
- Identifying new and emerging concerns

In addition, the Executive Board may decide to set up specific short life working groups to consider particular emerging local or national priorities or initiatives.



The Executive Board will review the structure of these arrangements on an annual basis.

### **Independent Scrutiny**

The independent scrutiny function as set out in Working Together 2018, will provide the critical challenge and appraisal of Hammersmith and Fulham's safeguarding partnership arrangements.

The Executive Board recognises that at the time of writing, consideration was being given at a regional level to how this function could be carried out across London. As a result, the Executive Board agreed an interim arrangement for the Independent Chair to undertake this role, alongside Independent Scrutineers, to be commissioned when needed

The role of independent scrutiny will work independently of the Executive Board and will form part of the arrangements to:

- provide assurance in judging the effectiveness of services to protect children on an annual basis
- assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements
- support a culture and environment conducive to robust scrutiny and constructive challenge

Scrutineers will be independent from the statutory partners, and they will have expertise in child safeguarding, an understanding of local need and effective partnerships.

The Independent Chair's role will include:

- attending the Executive Board
- chairing the Safeguarding Forum meetings
- appropriately challenging partner agencies and professionals for the purposes of safeguarding and promoting the welfare of children and young people in Hammersmith and Fulham
- providing direction to the Safeguarding Forum and ensuring statutory obligations and local priorities are being delivered
- managing all aspects of the Safeguarding Forum meetings, including setting the agenda in consultation with the Executive Board and Forum members
- preparing for and chairing Rapid Reviews meetings
- overseeing the progression of case reviews to ensure they meet required timescales
- ensuring that the voices of children, young people and their families are represented in the work of the Safeguarding Forum
- ensuring that key local issues and national developments are considered by the Safeguarding Forum

- ensuring that the membership of the Forum is appropriate and representative of the local community and partner organisations
- challenging and monitoring the performance and participation of partners in the work of the Safeguarding Forum
- attending relevant regional and national meetings on behalf of the Executive Board
- reporting progress and any concerns to the Executive Board

We will also strengthen the role of our Lay Members and empower them to be good critical friends and scrutinise and challenge, particularly in our subgroups.

In time, we may commission a peer review of our local safeguarding arrangements to ensure that we are performing effectively.

Going forward, the Executive Board will:

- regularly review the scrutiny system and delivery against the scrutiny plan and will make changes as required
- be responsible for ensuring that any recommendations from scrutiny are taken forward

### **Managing the Safeguarding Children Partnership**

An LSCP Business Manager will support the development and ongoing operation of the Hammersmith & Fulham Safeguarding Children Partnership.

They will manage and steer the multi-agency work for the Hammersmith & Fulham Safeguarding Partnership, taking responsibility for a range of monitoring and Quality assurance activities to improve the outcomes for vulnerable children and will lead on all business planning against priorities agreed through the multiagency HFSCP and manage the production and timely delivery of Annual Reports.

The Business Manager will manage the LSCPs pooled budget and make recommendations for decision making relating to the duties, priorities and future directions

### **Financial Arrangements**

The Executive Board will agree the annual contribution to the safeguarding partners funding required to meet the responsibilities, duties and objectives of the arrangements.

This agreement will be reviewed on an annual basis.

The financial year will run from the 1 April to the 31 March the following year, with contributing agencies being invoiced by the 1st October each year.

The income and expenditure will be managed and monitored by the LSCP Business Manager and Head of Safeguarding on behalf of the Executive Board.

The Executive Board will receive annual reports on the income and expenditure.

A comprehensive report identifying income and expenditure in line with Working Together 2018 requirements will be included in the Annual Report.

### **Voice of the child**

The voice of the child will be a key thread across all of our work and each subgroup will be required to highlight how it has considered this in the quarterly update to the Partnership. The voice of the child will also be further incorporated into the multiagency safeguarding training that we provide.

The Youth Voice Coordinator and the Participation Coordinator will liaise with The Youth Council and Youth Parliament, Children in Care Council, and other local forums that our resident children contribute to and seek the voices and experiences of children and young people in Hammersmith & Fulham in relation to safeguarding matters.

The Youth Voice Coordinator and the Participation Coordinator will develop a cohort of young people who will act as our Young Scrutineers.

They will be invited to scrutinise our local priorities and actions towards addressing these. We will also engage children and young people to scrutinise our annual report and help draft a version specifically for children and young people. We will consult with children and young people when developing any new partnership priorities.

### **Working in Partnership**

The Executive Board have selected the agencies and organisations drawn from a list of 'relevant agencies' set out in Working Together 2018.

These agencies and organisations have been chosen as they provide key strategic and operational insight to the safeguarding children and young people in Hammersmith and Fulham and these selected relevant agencies will form the core membership of the Hammersmith and Fulham Safeguarding Children Partnership Forum.

The Executive Board have selected the following relevant agencies and organisations as members of Hammersmith and Fulham's Safeguarding Children Partnership Forum:

- Cabinet Member for Children
- Hammersmith and Fulham Council Children's Services (Children & Young People Services, Disabled Children Services, Education, Safeguarding)
- Hammersmith and Fulham Council Housing
- Hammersmith and Fulham Council Adult Social Care
- Hammersmith and Fulham Council Public Health
- Hammersmith and Fulham Council Community Safety Team
- Metropolitan Police Central West Borough Command Unit (BCU)

- The H&F borough-based team of NWL CCG (including the Designated Professionals)
- North West London Clinical Commissioning Group
- Imperial College NHS Trust
- Chelsea and Westminster NHS Trust
- Central London Community Healthcare Trust
- West London NHS Trust
- Lay Person
- Voluntary Agencies
- National Probation Service
- Community Rehabilitation Company (CRC)
- London Ambulance Service
- Education establishments, including SEN schools
- Violence Against Women and Girls Strategic Partnership
- CAFCASS

In line with statutory guidance, the Executive Board will also consider the option of requesting representatives from additional agencies/organisations as the partnership develops.

The relevant agencies must nominate a particular senior officer with strategic responsibilities to represent their organisation as member of the Safeguarding Forum and attend all meetings, this is to ensure consistency and continuity in the membership and engagement.

The relevant agencies should take the necessary steps to ensure their representative is able to effectively contribute to the partnership work and is of sufficient authority to commit resources of their agency where required.

Forum members are responsible for sending a deputy to meetings in their absence. Forum members are also responsible for updating the Executive Board on any significant changes to personnel within their organisation (as well as any operational changes).

Forum members are expected to:

- proactively and enthusiastically engage with the partnership safeguarding arrangements
- be able to influence the strategic planning for safeguarding children within their agency
- be able to secure appropriate information from their agency to support the partnership work
- ensure that decisions of the Forum are taken forward within their own agency, and any impediments or delays to their implementation are reported to the Board
- be responsible for communicating the partnership work effectively within their agency

The Executive Board also recognise the importance of involving the local community in the arrangements and have agreed to retain the existing lay member. Additional Lay Members may be recruited

The lay member/s will act as valuable ambassadors to help build stronger links with the local community as part of the new arrangements and are encouraged to:

- promote awareness of safeguarding across Hammersmith and Fulham's communities
- represent the community voice at Safeguarding Forum meetings
- engage with Hammersmith and Fulham's people and local groups to support community cohesion

### **Role of early years settings, schools and other educational establishments**

The Executive Board recognise that early years settings, schools and other education establishments (including colleges) are an important part of safeguarding in Hammersmith and Fulham. They have responsibility to identify concerns early, provide help for children and families and prevent concerns from escalating.

In addition to the list of relevant agencies noted above, representatives from Hammersmith and Fulham Primary, Secondary and Special Educational Needs Schools, and Colleges will also be core members of the Safeguarding Partnership Forum

### **Relationship with other Hammersmith and Fulham strategic partnerships**

The Executive Board recognises that there is potential cross over in some areas of work and priorities with other strategic partnerships in Hammersmith and Fulham.

The LSCP is committed to effective cross-partnership working to help ensure positive outcomes for children and young people.

The LSCP Chair and Business Manager will meet annually with the Chairs of the following partnerships to align strategic priorities, address gaps and reduce duplication of our work:

- ❖ Health and Wellbeing Board
- ❖ Safeguarding Adults Board
- ❖ Community Safety Partnership
- ❖ Violence Against Women and Girls Board

### **Hammersmith and Fulham Thresholds Guide**

This guide is aimed at all practitioners and volunteers supporting or working with children and/or their families within statutory, voluntary, private or independent organisations in Hammersmith and Fulham. It aims to help individuals and organisations when making a referral for services to ensure children and families get the right level of support at the right time. It should be read alongside the [London Child Protection Procedures](#) and the [London Threshold: Continuum of Help and Support](#).

The Executive Board will review and update the Hammersmith and Fulham Thresholds Guide every three years or at the point of any legislation changes.

### **Information sharing**

Effective sharing of information between professionals and local agencies is essential and the Executive Board expects all organisations in Hammersmith and Fulham to have arrangements in place which set out clearly the processes and the principles for sharing information between each other and with other professionals.

The Executive Board expects that all members of the Safeguarding Forum will:

- ensure that their own organisation's Data Protection Registration and requirements under the General Data Protection Regulations 2018 (GDPR) meets the requirements
- adhere to the provisions of the Data Protection requirements as amended by the GPDR 2018 and maintain confidentiality at all times, other than where a specific exemption under the Act arises
- make appropriate arrangements to ensure that the provisions of the Freedom of Information Act 2000 are properly complied with

### **Freedom of Information**

As the Executive Board is not a 'public authority' (as defined by the Freedom of Information Act 2000 Act), there is no obligation to respond to approaches to the Executive Board for information made under the Act.

### **Local child safeguarding practice reviews**

In line with Working Together 2018, the safeguarding partners have agreed procedures to manage the consideration of cases that might meet the criteria for both national and local learning reviews.

Hammersmith and Fulham Council must notify the National Child Safeguarding Practice Review Panel within 5 working days of becoming aware of a serious incident where:

- a child has died (including cases of suspected suicide), and abuse or neglect is known or suspected;
- a child has been seriously harmed and abuse or neglect is known or suspected;
- a looked after child has died (including cases where abuse or neglect is not known or suspected);
- a child in a regulated setting or service has died (including cases where abuse or neglect is not known or suspected)

The Director of Children and Young People Services will determine whether a case meets the criteria for referral to the National Panel as per guidance in Working Together 2018, Chapter 4.

Following notification to the National Panel, the LSCP may be required to convene a Rapid Review meeting, which will involve the key agencies who had contact with the child and their family. Agencies are required to provide a summary and analysis of the contact their agency had with the subject and their family. The purpose of the Rapid Review is to establish what immediately learning has been identified and whether a local or national Child Safeguarding Practice Review should be held. The LSCP is required to complete a Rapid Review meeting and submit their findings within 15 working days.

The Case Review Sub-Group (key safeguarding leads) will be the mechanism for carrying out a rapid review of the case and will report to the safeguarding partners. This group will be chaired by the Independent Chair.

Rapid Review meetings (if required) will be organised by the LSCP Business Manager and chaired by the LSCP Chair

### **Multi-agency learning and development**

The Executive Board have agreed to maintain the shared multi-agency learning and development offer with the Bi-Borough LSCP.

The offer will be coordinated by the Bi-Borough Learning and Development Coordinator, in collaboration with the Hammersmith & Fulham LSCP Business Manager, Head of Safeguarding and the multi-agency Learning and Development Advisory Group, which will report into the Safeguarding Forum.

The learning and development offer will comprise of a range of different learning opportunities including:

- e-learning modules
- themed briefings
- awareness raising events
- joint learning events/sessions with other strategic partnerships including Hammersmith and Fulham Safeguarding Adults Board

Any recommendations for learning and development activity will be approved by the Executive Board.

Learning events held to either launch or conclude one of the safeguarding priorities will include the input of the Independent Chair as well as any experts as appropriate.

The Learning and Development Advisory Group will provide an annual update on the impact of the safeguarding learning and development programme to the Safeguarding Forum for inclusion the annual.

### **Section 11 Audit**

Section 11 of the Children Act (2004) places duties on a range of organisations and individuals to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children.

The Executive Board have agreed that the Safeguarding Forum will assess and monitor compliance by undertaking a Section 11 audit.

This has been acknowledged to be an effective way of providing assurance to the Executive Board that partners and agencies are meeting their statutory safeguarding obligations.

The Executive Board will review the frequency and methodology of S11 audits on an annual basis.

### **Themed multi-agency audits**

Multi-agency themed audits focussing on the identified safeguarding priorities will be built into the Safeguarding Forum's annual work programme.

### **Challenge, escalation and dispute resolution**

Occasionally situations arise when workers within one agency feel that the actions, inaction or decisions of another agency do not adequately safeguard a child. Differences and debates are all part of multi-agency working and escalation guidance provides a useful framework to explore and resolve professional disagreements.

Disagreements are most likely to arise around:

- levels of need/thresholds
- roles and responsibilities
- progressing plans
- communication

The Executive Board expects that:

- all agencies make use of escalation procedures to avoid exacerbating or prolonging conflict, and avoid any possible impact on children and young people
- all agencies have their own escalation and whistleblowing procedures and should use these (as appropriate) in the first instance
- agencies will have systems for recording when escalation policies are used and how disagreements are resolved
- all agencies should use the [https://www.londoncp.co.uk/profess\\_conflict\\_res.html#](https://www.londoncp.co.uk/profess_conflict_res.html#) professional conflict resolution procedures where there are disputes involving child protection procedures
- the terms of reference for all multi-agency panels and meetings includes reference to what to do if there is a disagreement

If it has not been possible to resolve professional differences between agencies, relating to safeguarding children, then this can be brought to the attention of the Safeguarding Forum (on behalf of the Executive Board).



The Independent Chair will consider what support partners require to resolve their differences and may act as an arbitrator/mediator in the case of prolonged or intractable disagreements.

All professionals have a duty to act assertively and proactively to ensure that a child's welfare is the paramount consideration in all professional activity, therefore all professionals must challenge the practice of other professionals where they are concerned that this practice is placing children at risk of harm.

The Executive Board encourages all professionals with concerns about how safeguarding issues are being handled in their own/another organisation to share their concerns. This may include making use of their agencies whistleblowing procedures or contacting the NSPCC's [Whistleblowing Advice Line](#) which offers free advice and support to professionals.

**Kim Smith**

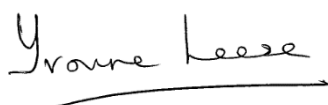
Chief Executive Officer  
London Borough of Hammersmith & Fulham



**Owain Richards**

Detective Chief Superintendent:

WCC/RBKC/H&F



Associate Director of Safeguarding Adults  
Temporarily overseeing Safeguarding Children and Children Looked After

**Appendix**

**Data/Information Sharing Agreement - Multi-Agency Safeguarding (MAS)**



MAS Data Sharing  
Agreement

## Letter re London-wide Multi-Agency Safeguarding Data Sharing Agreement



Letter re Data  
Sharing Agreement

### References

*Child and Social Work Act 2017*

<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

*Working Together 2018*

<http://www.workingtogetheronline.co.uk/>

*London Child protection Procedures 6<sup>th</sup> Addition 2020*

<https://www.londoncp.co.uk/#>