



Wandsworth Safeguarding Children Partnership Published Arrangements Updated December 2021

This paper sets out the local safeguarding arrangements as determined by the statutory safeguarding partners in accordance with the revised statutory guidance in “**Working Together**” and the Wood Review Report. They have been developed by the statutory safeguarding partners following productive engagement and consultation with all partners currently participating in the Wandsworth Safeguarding Children Partnership.

The arrangements are signed off through the appropriate governance process for Wandsworth Council, the CCG, and the Metropolitan Police.

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Foreword

Protecting children from harm, abuse, neglect, and exploitation and promoting their welfare is of paramount concern for our society. When developing the new arrangements for safeguarding children and the prevention and effective strategic oversight of child abuse and neglect, we have had a long, hard look at how we work as a partnership in Wandsworth. What we have achieved to date is because of our strength as individual components, coming together to form a whole. We know we can make this better.

The Children and Social Work Act 2017 reformed the framework supporting the delivery of multi-agency services to protect and safeguard children. Following the regulations for implementing the changes Wandsworth adopted the new arrangements July 2019 and became the Wandsworth Safeguarding Children Partnership [WSCP].

The three statutory partners required in the new arrangements, chose to have education providers alongside us. Schools and other settings are at the core of the new arrangements, and we recognise the challenge that all education providers face in our shared responsibility for contextual safeguarding.

Effective challenge and scrutiny are central to the new arrangements. We recognised that all partners, not just the statutory trio, are central to this, so developing more effective scrutiny and challenge arrangements has been central to our thinking. To help us achieve this step change, we developed a new role and recruited an Independent Chair and Scrutineer David Peplow.



By bringing the two roles together via an experienced and skilled independent professional it has brought the necessary level of constant challenge to make this partnership innovative and responsive.

2020 through to 2021 has continued to bring new challenges across the partnership in a way that we could not have planned for. That said, we as partnership rose to the challenges that Covid-19 brought in the form of children being invisible; new ways to practice; impact on parents and children, and to the workforce who rose to the challenges with innovative ways of meeting children and family's needs. The death of George Floyd in May 2020 reminded us that racism has not gone away and helped us to refocus on discrimination and disproportionality for our service users. We can look further at our sub-committee structures and how we effectively bring in the voice of

our children. We hope this document will show you our ambition for the Partnership and for the children and young people in Wandsworth.

Ana Popovici, Director of Children's Services, Wandsworth Council
Andrew Wadey, Head of Safeguarding, SW London, Metropolitan Police
Julie Hesketh, Director of Quality and Governance, Clinical Commissioning Group

1. Keeping children safe in Wandsworth

Children who need our help and protection deserve high quality and effective support as soon as a need is identified, by means of positive, supportive relationships with caring adults.

Wandsworth's children and families have a system which responds to their needs and interests. This is a system where the people who work with, or make decisions affecting, children and families are clear about what is required of them as individuals, and how they need to work together in partnership with others.

Securing the best possible safeguarding outcomes is a priority for all organisations working with children in Wandsworth. Working Together 2018 offered us an opportunity to take an already good multi-agency provision and strengthen it further. The right structures in place allows for strategic decision makers to make right and timely decisions on how services work with families in the areas which matter most to make a positive impact on young lives.

Our ambitions for Wandsworth's Children

Children are happy and have good opportunities to develop skills

Children are safe both at home and in the communities where they live

Children are enabled to live healthy and fulfilling lives

Children receive a good education, suited to their individual needs, which supports them in staying safe and achieving their potential

Looked after children feel safe, secure, cared for and happy in an environment where they can thrive and succeed

How this happens?

The local safeguarding arrangements support and enable local organisations and agencies to work together in a system where:

- children are safeguarded they are protected from harm, abuse, neglect and exploitation, and their welfare is promoted

- we work together as safeguarding partners, and agencies work in collaboration, each sharing and co-owning our ambitions to improve outcomes for vulnerable children
- organisations and agencies can challenge appropriately and hold each other to account effectively
- new safeguarding issues and emerging threats are quickly identified and analysed
- learning is promoted and embedded across all partners, and directly changes practices, and allows for greater reflection on its effectiveness
- information passes quickly and effectively through organisations to facilitate accurate and timely decision making

The creation of the Wandsworth Safeguarding Children Partnership brought together organisations leading, practicing, and influencing safeguarding in the borough to enable a clear, comprehensive, and fully integrated direction on best practice in keeping children safe from harm, abuse, and neglect. At its heart, is a thirst for joint learning, review and improvement and throughout will be the voice of the borough's children and young people and bringing families central to help solve problems. The Partnership includes an Executive, a framework of subcommittees' drawing in multiple agencies, a Monitoring, Quality and Performance subcommittee driven not only by scrutiny and challenge but also collective responsibility to jointly solve problems, reduce risk and promote safety, and regular contact with wider agencies and local strategic leaders.

2. Background

Recent legislation has provided the opportunity to review safeguarding and bring a new structure with the Police, Clinical Commission Group (CCG) and the Council at the joint helm.

3. Legislation and review

The Wood Review

The Wood Review into the role and function of local safeguarding children boards, published in May 2016, found that the system of local multi-agency child safeguarding arrangements needed to change. Wood proposed a new model that would ensure collective accountability across local authorities, the police and health and be more outcomes focused. Wood also wants to see a move away from the traditional local safeguarding children board emphasis on inter-familial child abuse to a focus on safeguarding, protection, and wellbeing.

Wood also recommended the introduction of a national framework for Child Safeguarding Practice reviews and new arrangements for child death panels to cover a larger

geographical and population area (*this paper has regard to CDP changes the detail of those revised proposals were dealt with separately, led by the CCG*).

The key recommendations of the Wood Review are now included in the Children and Social Work Act 2017. Following the passage of the Act, the Government revised Working Together to Safeguard Children 2015 to a 2018 version, alongside a transitional guidance document.

Working Together to Safeguard Children 2018

Working Together to Safeguard Children 2018¹ gives the responsibility for local child safeguarding equally to three statutory *safeguarding partners* – the Chief Executive of the Local Authority, the Chief of Police, and the Accountable Officer of the CCG, acting as a strategic leadership group for others, and implement local and national learning from serious child safeguarding incidents.

Other statutory guidance

Since 3rd September 2018, education providers have been required to follow revised statutory safeguarding guidance from the Department for Education; Keeping Children Safe in Education: for Schools and Colleges. This is to be read in conjunction with Working Together to Safeguard Children. This new guidance emphasises supporting care leavers, previously looked after children, children with SEND and has a particular focus on peer-on-peer abuse. Schools and colleges are responsible for their own child protection policies which reflects the children's local needs and reflects the additional safeguarding challenges for children with SEND. Schools and colleges should also be aware of and act to counter contextual safeguarding.

January 2021 saw the launch of the independent review of children's social care. The review will consider the needs, experiences and outcomes of the children supported by social care. The terms of reference include a commitment to investigate how the police and health services roles, responsibilities and accountabilities interact with children social care.

In December 2019 Sir Alan Wood was appointed to review the implementation of the new arrangements, the report was published May 21 Wood Report² – a sector expert review of new multi-agency safeguarding arrangements to safeguard children. The report has focused on key factors to determine whether the arrangements take us forward onto new ground in the way we plan, deliver, and assess the quality of provision and practice of key staff.

¹ The primary document relevant to these arrangements is Working Together to Safeguard children, July 2018 (Department of Education), this is a guide to inter agency working to safeguard and promote the welfare of children. An associated document covering transitional arrangements between June 2018 and September 2020 is Working Together: Transitional Guidance, July 2018

² [Wood Review of multi-agency safeguarding arrangements \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/921117/wood-review-report.pdf)

4. Leading Safeguarding in Wandsworth

Key principles for Wandsworth Safeguarding Children Partnership:

The key principles for Wandsworth Safeguarding Children Partnership are

Family and Community Focused

Children are protected from harm and their welfare promoted. Families are visible in the partnership. Services are delivered in a partnership which cares and is focused on the family, empathising with the feelings of children, young people, and families, through the creation of a safe environment in which concerns can be shared.

Active

Recognising and responding to inequalities in safeguarding need and service provision, and that some groups are overrepresented in child protection services. This response to tackling inequality is worked on at an individual, structural, and institutional basis.

Curious

There is a thirst for knowledge, analysing, understanding, challenging, and sharing information appropriately and never missing out an opportunity to find out more about the family's experience. Learning is promoted and embedded in a way that local services for families can become reflective and implement changes to practice.

Honest

Organisations and agencies challenge appropriately and hold one another to account. There is early identification and analysis of new safeguarding issues.

The Wandsworth Safeguarding Children Partnership Executive

The safeguarding for children in Wandsworth is led by the three named statutory partners. Legislation states that the lead representatives from each of the three safeguarding partners are "the local authority chief executive, the accountable officer of the clinical commissioning group, and a chief officer of police" (Working Together to Safeguard Children 2018, p74).

The WSCP partnership structure

Vacant

**Andrew Wadey (Police)****Ana Popovici (DCS)****(CCG)**

The guidance also allows the lead representatives to delegate their functions, although they retain accountability for any actions or decisions taken on behalf of their organisation. Each of the safeguarding partners has delegated to senior officers of the authority to speak on behalf of the lead officer they represent. The delegates can make decisions on behalf of their organisation and commit them on policy, resourcing, and practice matters, and hold their own organisation to account on how effectively they participate in and implement the local arrangements.

Although not a legal requirement, key safeguarding agencies across Wandsworth expressed a strong desire to have an education presence on the Executive, so there is one primary school place (shared between two headteachers) and one secondary school representative as Advisory Standing Members.

The Wandsworth Safeguarding Children Partnership Executive is:

Council		
Mark Maidment	Chief Executive	Wandsworth Council
<i>who has delegated his authority to Ana Popovici</i>	Director Children's Services	Wandsworth Council
CCG		
Sarah Blow	Accountable Officer	NHS Merton & Wandsworth Clinical Commissioning Group
<i>who has delegated her authority to Vacant to be updated on appointment</i>	Director of Quality & Governance	NHS Merton & Wandsworth Clinical Commissioning Group
Police		
Elizabeth Chapple	BCU Commander for SW London	Metropolitan Police
<i>who has delegated her authority to Andrew Wadey</i>	Detective Superintendent, Head of Safeguarding for SW London	Metropolitan Police
Advisory Standing Members		
Ruth Hudson	Headteacher	Co-chairs of Primary Heads Safeguarding Forums Rep
Patricia Andre-Watson	Headteacher	Chair of Secondary Schools Forum rep
Andre Bailey	Headteacher	

The Executive's responsibilities

The Executive needs assurance that the safeguarding work in the borough is effective.

The Executive is responsible for:

- Making sure an effective quality assurance framework will provide a clear understanding of safeguarding delivery, based on the three core elements of performance data, multi-agency quality audit findings and feedback from the children and families in the borough.
- Developing and overseeing the overarching strategic aims of Wandsworth
- Safeguarding Children Partnership.
- Setting safeguarding priorities for the Partnership and overseeing the delivery of its local business plan.
- Financial planning and resourcing of the new arrangements.
- Considering wider opportunities to improve efficiency and performance, such as working in collaboration with other boroughs.
- Ensuring development and maintenance of strong links with fellow strategic boards, with a focus on joint working and a holistic approach to safeguarding. These include but are not limited to the Safeguarding Adults Board, Community Safety Partnership and the Health and Wellbeing Board.
- Publishing an annual report.

The Executive will meet 6 times a year.

The interface with schools

DfE guidance published in 2018 gave schools greater responsibility for contextual safeguarding. It is important that schools are central to this partnership.

Wandsworth's primary schools have developed a Safeguarding Forum, the co-chairs of the Forum take one place as an Advisory Standing Member of the Executive. and the chair from the Secondary Headteachers is an Advisory Standing Member of the Executive.

The relevant agencies and their responsibilities

For local arrangements to be effective, there needs to be engagement with organisations and agencies who can work in a collaborative way to provide targeted support to children and families as appropriate. These are referred to as the relevant agencies.

The Executive will need to be assured that the relevant agencies have appropriate, robust safeguarding policies and procedures in place and that there is clear communication across all parties.

The relevant agencies for these multi-agency safeguarding arrangements are:

- Wandsworth Council:
 - Public Health
 - Children's Services
 - Adult Service
 - Housing

- Community Safety
- Youth Offending
- South West London CCG
- Metropolitan Police
- Each Early Years Provider
- Each Primary School
- Each Secondary School
- Each Special School
- Each 16 to 18 Education Provider
- Each Independent School
- Alternative Providers
- National Probation Service
- London Probation Service - Community Rehabilitation Company
- Central London Community Healthcare Trust
- St George's NHS Trust
- SW London and St George's Mental Health Trust
- Each private health provider
- For each health provider – the named health professionals
- London Ambulance Service
- Each voluntary sector provider for children
- CAFCASS
- London Fire Brigade
- Each children's home provider
- HM Prison Wandsworth

The core responsibilities for each relevant agency are:

To provide evidence as the Executive requires through the Quality Assurance Framework which will address these questions:

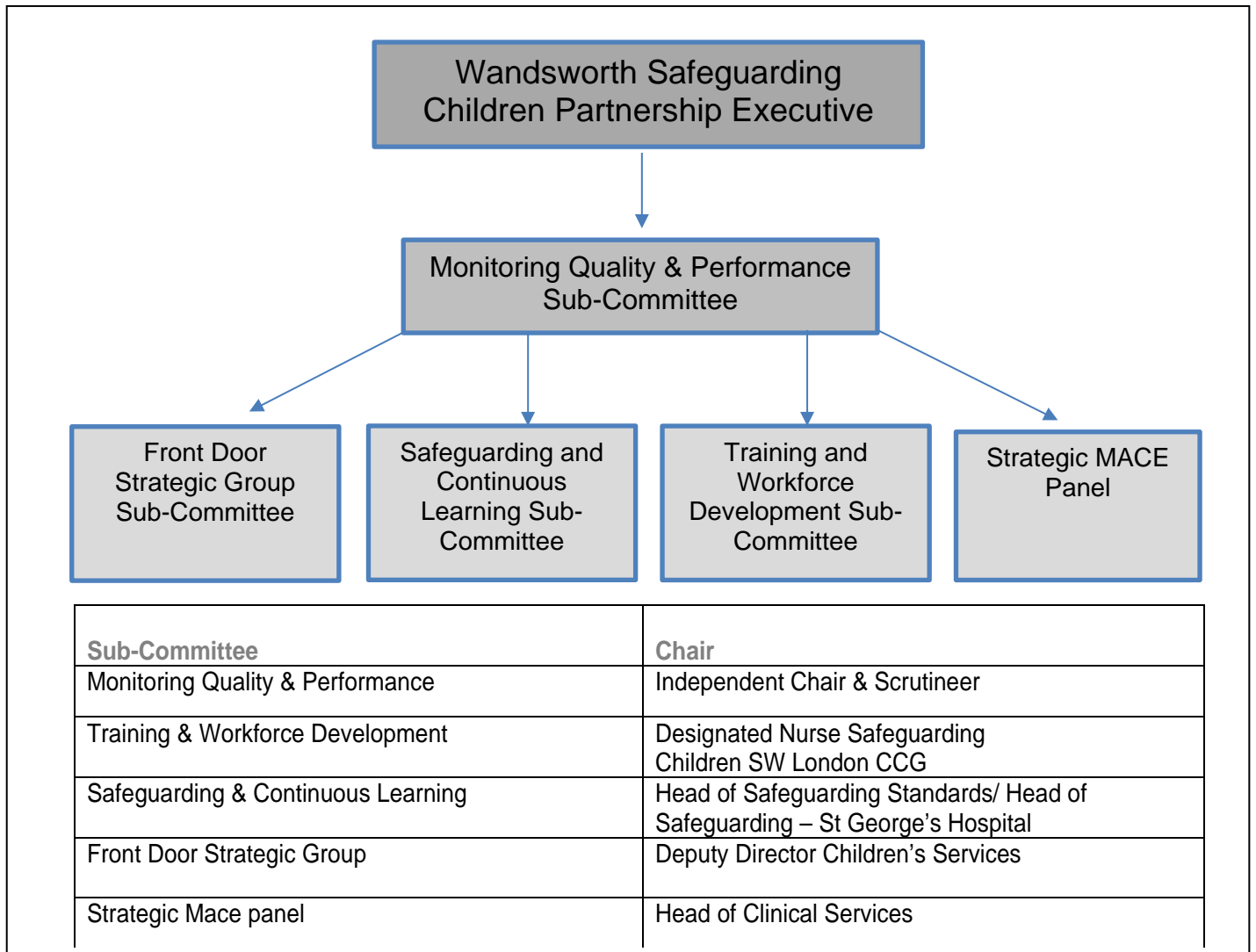
- What are they doing to safeguard children?
- How well they are safeguarding children?
- What difference will their service have made to children?
- Whether they can identify any weakness in the local safeguarding system

Evidence will be required in the form of:

- performance data
- safeguarding needs assessment of child safety, happiness and feeling loved
- quality audit findings
- quality practice and multi-agency audit findings
- self-evaluation tools including Section 11 Audits
- strategies and plans
- the views of children and their families
- to attend and engage with the partnership engagement arrangements as required
- to attend and contribute to sub-groups as required
- to attend and contribute to local training and workforce development
- to contribute reasonable resources as required.

- The designated leads of the key agencies will need to provide summaries of Local Safeguarding Practice Reviews to the Executive.
- Each agency is clear of the specific requirements expected from them.

5. The safeguarding structure



The Partnership will share its priorities across other partnering bodies and vice versa, for example the details of the Wandsworth Health and Care Plan, under the Health and Wellbeing Board, will highlight child health issues relevant to safeguarding.

Enhancing the scope of the Executive

The arrangements are still relatively new and there will still be the need to change the approach to get the best outcome working for the partners, the relevant agencies and, most importantly the children and families.

Although legislation is prescriptive about the partners overseeing the system, the consultation carried out in Autumn 2018 through to Spring 2019 showed that professionals working in this field want to have a close involvement with decision making.

The Executive members are also responsible for ensuring information cascades from the Partnership and that discussion are led with senior colleagues and structures within their own organisations, but not restricted to the:

- Leader, Wandsworth Borough Council
- the Council Executive Member for Education and Children
- the Council Chairman of the Education and Children Overview and Scrutiny Committee
- the CCG Board
- the BCU Oversight Board
- the Designated Professionals for the CCG

The Executive alternates meetings with the Monitoring, Quality and Performance subcommittee, and are chaired by the Independent Chair and Scrutineer. The Monitoring, Quality and Performance subcommittee encompasses most of the former partners of the WSCB and is a key driving force for challenge and change.

Engaging relevant agencies

The Executive members see it is an absolute priority for effective engagement of all relevant agencies, both in responding to the priorities that are set by the Executive, but also in being able to raise issues of concern or of best practice to the Executive.

The arrangements ensure that this engagement is achieved through a combination of methods:

- Learning from Experience (LfE) Events
- membership of sub-committees' and, where appropriate, task and finish groups
- through direct lines of contact with members of the Executive
- proactive engagement with key existing partnership groups.

Partner engagement are centred upon Learning from Experience. These events focus and deal with key safeguarding issues and/or emerging themes. These meetings afford opportunities to disseminate learning to a wider safeguarding community, learn from each other and support statutory and non-statutory agencies in their safeguarding provision. The forward plan

for these themes will be determined by the Executive. The frequency of these meetings will be kept under review.

The CCG lead and support all activities necessary to ensure that organisations within the health community meet their responsibilities to safeguard and protect children and young people. With the engagement of the designated medical and nursing staff, the CCG provide advice and support to all named professionals across the health community. The existing NHS contractual arrangements for quality assurance and oversight remain in place through the new safeguarding arrangements.

Leadership, challenge, and scrutiny

The clear message that came from the local consultation on the new arrangements was an overwhelming desire to have an independent chair for the Partnership, recognising the leadership and challenge a good chair can offer. There was also a keenness to support the Government requirement for an independent person to lead the scrutiny function of the Partnership. David Peplow was appointed in July 2019 to serve in a dual role.

The role of independent scrutiny

Independent scrutiny is a statutory requirement, to provide assurance in judging the effectiveness of the multi-agency arrangements to safeguard and promote the welfare of the borough's children. This is a new position in Wandsworth's safeguarding structure. The Independent Chair and Scrutineer brings critical challenge and appraisal to the safeguarding arrangements, including those of the relevant agencies. To better enable this, Wandsworth's Independent Chair and Scrutineer has been commissioned to work for circa 50 days per year.

This independent scrutiny:

- consider the overall effectiveness of local safeguarding arrangements
- consider how well the safeguarding partners are providing strong leadership
- focus on delivering improved outcomes for children and families
- provide independent scrutiny of the annual report
- provide challenge to any or all partners should they deviate from their core principles and/or statutory functions
- be a critical friend to the Executive before submissions to the National Panel and offer challenge to partners.

In addition, the Independent Chair and Scrutineer also has a role in delivery of:

- mediation as required to the safeguarding partners and any other local agencies in dealing with any key area of disagreement
- independent review of any escalated concern raised by relevant agencies or on behalf of children and families
- a culture and environment conducive to robust scrutiny, constructive challenge and collaborative problem-solving

- ensuring an annual peer review process

The operation of the scrutiny model will develop, using the Independent Chair and Scrutineer's experience, and in consultation with local agencies and organisations.

Proposals of how the independent scrutiny will operate and be reviewed

Scrutiny in relation to the key priority themes of the Learning from Experience events and Training and Workforce, including engagement with and observation of frontline practice

Annual scrutiny of the priorities set by the Executive to ensure the relevance of priorities in meeting local needs this will be reviewed through the WSCP Annual Report

Annual scrutiny of the effectiveness of arrangements to identify and review serious child safeguarding cases

At least annual review of the clarity of the information that the Executive receives to inform strategic leaders of the effectiveness of safeguarding

Chairing of the Monitoring, Quality and Performance Group and overseeing actions arising

The Independent Chair and Scrutineer will make formal recommendations to the Executive as identified and agreed at the MQ&P Sub-Committee

The statutory partners will review the arrangements for independent scrutiny at least annually and report in the annual review on these arrangements through the WSCP Annual report, as this is a partnership report all partners have opportunity to challenge / scrutinize partnership arrangements.

The other ways in which independent scrutiny delivers to these safeguarding arrangements include:

- Inspection - either single or joint inspections of the statutory partners and the services they are responsible for.
- Democratic local scrutiny - through the governance arrangements required of each Council.
- Peer Review

Bringing accountability to safeguarding and services for children

Key to the challenge and accountability of the Partnership is the development of an effective monitoring, quality, and performance with sharply defined accountability to the Executive. This is led by the Independent Chair and Scrutineer and feed directly into each Executive meeting. The **Monitoring, Quality and Performance subcommittee** alternates with the Executive meetings, meeting at least six times a year.

The accountability of the partnership is rooted in performance and quality assurance information which holds partners to account. The Monitoring, Quality and Performance subcommittee does this by:

- leading performance analysis, aligned to priorities
- challenging the relevant agencies to improve and support them through collaborative working
- seeing single agency inspections from relevant agencies
- making robust referrals to and challenging the Executive
- focusing on lessons and consequences and ensure escalation of learnings.

The Independent Chair and Scrutineer works with partners to get the key information reviewed and examined in this group, rather than the “easiest to obtain” data

The Monitoring, Quality and Performance subcommittee includes the three statutory safeguarding partners or their delegates, and the partners of the former WSCB. This is a core meeting for the Partnership and there will be close monitoring of attendance, to ensure an active contribution from all parties.

There is also Learning from Experience events drawing in the full Partnership and any other agencies and organisations it is relevant to these will give the full membership an opportunity to come together to learn.

Recognising protected characteristics

The Partnership always pay due regard to young people with protected characteristics, when examining reports and may request additional information relating to individuals with protected characteristics to identify any issues which will require further investigation, support, or learning.

Other Relevant Matters

Notifications of serious incidents to the Department for Education, the National Child Safeguarding Review Panel and Ofsted are the responsibility of the local authority. The local authority must inform the statutory safeguarding partners of any notification within five working days, a Rapid Review Panel will be convened to agree if a Local Safeguarding Practice Review is required.

The primary procedures used will remain the London Child Protection Procedures, developed and maintained by the London Safeguarding Children Board, with supplementary local guidance (for example, around thresholds) where necessary.

Sub-committees' structure

The sub committees' structure are set out in the diagram on Page 11.

Each sub-committee has an agreed Terms of Reference that is reviewed annually and signed off by the executive. The sub-groups will maximise the impact of learning, improvement, and innovation. Standing sub-committees will be maintained where this is determined to be the most effective way of working.

The chairs of the sub-committees will produce a chairs report on a routine basis and report to the Monitoring, Quality and Performance subcommittee meeting to contribute to specific discussions within the Business Plan. The chairs will also attend the executive to feedback key highlights from their sub committees. The Independent Chair and Scrutineer will periodically attend the sub-committees.

Where relevant, the sub-committees, the Monitoring, Quality and Performance subcommittee and the Executive will liaise with safeguarding partners outside the borough to address the challenges of mobile families, children accessing services out the borough boundaries, and specific safeguarding issues such as county lines.

The Training and Workforce sub-committee

This continues the work of the previous sub-committee in developing effective training, workforce development materials and events which ensure that both core and specialist knowledge and skills development is supported across the Partnership and that learning is effectively disseminated. It sits bimonthly.

Safeguarding and Continuous Learning (SCL)

SCL provides the organisation and delivery of local child safeguarding practice reviews and action plans, and multi-agency audits, feeding them into the Monitoring, Quality and Performance Group. SCL provide challenge to the Partnership on the implementation of action plans arising from Local Child Safeguarding Practice Reviews and other learning reviews. The learnings identified by SCL will need to inform Learning from Experience events.

Front Door subcommittee

The Front Door subcommittee focuses on improving operational practice at the front door. and the continued improvement of the Front Door as well as holding the Partnership to account for its contribution to multi-agency work meets every three months.

Strategic Mace Panel

VAG meeting in September 2021 proposed that the Partnership closes the Vulnerable Adolescent Group, and activities are merged into the Strategic Multi-Agency Child

Exploitation (MACE) Group, this was ratified at the November 2021 executive meeting. The panel ensures a clear, coordinated multi-agency response to ensure an effective and timely response from all agencies involved in managing children and young people missing from home, care or education and those at risk of sexual and criminal exploitation, radicalisation and extremism, sexually harmful behaviour trafficking, serious youth violence, gangs and groups and substance misuse.

Child Death Panel (CDP)

The purpose of the CDP is to undertake comprehensive and multidisciplinary reviews of child deaths in the Wandsworth area to better understand how and why local children die. The Child Death Panel, led by the CCG, in partnership with the Council, supplies data on every child death as required by the Department for Health to bodies commissioned by the Department to undertake and publish nationally comparable, anonymised analyses of these deaths.

The CDP are led by the CCG and safeguarding arrangements include strong ties between the CDP and SCL particularly to ensure appropriate information exchange and compliance with new national policy. It is currently proposed that the data and findings from CDP will be reported to the Monitoring, Quality and Performance subcommittee.

6. Placing safeguarding central to decision making

Drawing upon the Wood Review, and a frequently voiced issue during the review, is the need to bring safeguarding central to all decisions made across the wider spectrum of boards, as well as having a common-sense approach to rationalisation of officer input.

A Chairs' Meeting brings together the chairs of many of the strategic boards operating within the borough, including the Health and Wellbeing Board, the Safeguarding Adults Board and the Community Safety Partnership. These boards include representation from the CCG and Police and there will be an impetus on sharing the themes and views from the Chair's Meeting with the CCG Board and the BCU Oversight Board. The Chairs' Meeting recognises the opportunity to have a borough wide, 'golden thread' approach to agenda and priority setting, it also offers the opportunity to take a wider look at the task and finish groups and policy setting drawing from across different partnerships.

7. Threshold document

The Partnership publishes a threshold guidance document to assist professionals within Wandsworth to identify suitable responses to the needs amongst the children, young people, and families they are working with. This document is not intended to be prescriptive or

exhaustive, nor is it a definitive way to open or close a gateway to a particular service or range of services. Every child and family are unique. It recognises that their needs should be considered on a case-by-case basis, using professional judgement supported by the threshold guidance document. This document sets out the local criteria for action in a way that is transparent, accessible, and easily understood.

8. The voice of the child

The views, needs, fears and aspirations of children and young people and the interests of their families is foremost to the work and direction of this Partnership. They need to state what is working well and what needs to improve. The Partnership will need to be responsive to those who need the service the most and may be the voice that is hardest to make themselves heard.

This vital area of work is already in place across all sub-committees with the voice of the child being heard at the beginning of each meeting. The voice of the child is a golden thread which runs through all work that is undertaken by the wider partnership, it is the role of the independent chair and scrutineer to ensure this work is collated and partners are aware of the work that is being undertaken.

9. Effectively managing conflict

There is a statutory requirement to establish a dispute resolution process, which is in place. There is a good working relationship between partner agencies in Wandsworth, differences and debates are all part of multi-agency working. If there are serious differences of views on how best to manage risk and safeguarding, and to protect vulnerable children and young people, then escalation policies can provide a useful framework for exploring and resolving professional disagreements. This does not reduce expectation that agencies and organisations will speak up and arbitrate different views on practice issues in the first instance. The WSCP escalation policy has been updated and is on the partnership website. The Terms of Reference for each subcommittee makes reference to managing conflict /escalation.

Process for all the Partnership

The Partnership encourages agencies to speak up and arbitrate different views on practice issues. All agencies will have their own escalation policies and procedures and should use these first to avoid exacerbating or prolonging conflict and avoid any possible impact on children and young people. There is an expectation that agencies will have systems for recording when policies are used and how disagreements are resolved. The terms of reference for all multi-agency meetings includes reference to what to do if there is a disagreement.

If it has not been possible to resolve professional differences between agencies, this should be brought to the attention of the Independent Chair and Scrutineer to help seek a resolution. Only once this has been attempted, the Independent Chair and Scrutineer can refer the matter to the Executive to seek a resolution. Ultimately, the three statutory safeguarding partners will have primacy in determining the resolution to a disagreement.

The Independent Chair and Scrutineer provides an update from each of the sub-committees' at each Executive meeting. The MQ&P sub-committee provides an opportunity for all partner agencies to discuss any issues requiring escalation to the Executive. These will be examined for any practice improvement lessons to be learned

Process for the Executive

Where there is disagreement between the members of the Executive, then the Independent Chair and Scrutineer will be asked to mediate and negotiate a satisfactory solution.

If necessary, the statutory safeguarding partners may escalate to the Chief Accountable Officer of the CCG and the South West London Police Commander. Statutory partners should escalate to the relevant Secretary of State only as a final resort.

Whistleblowing

Whistleblowing Procedures provide an additional important route for staff and volunteers to raise concerns in a safe process that protects their position if this is a concern. Partners will each adhere to their own whistleblowing procedures.

10. Funding and resources

Funding

The budget and resourcing ensure there is an effective delivery of the new safeguarding arrangements, meeting the objectives and the priorities set by the Executive. Operational safeguarding duties will remain the responsibility of each of the statutory partners and relevant agencies and other organisations and will not be the responsibility of the Wandsworth Safeguarding Children Partners Team.

Supporting the structure

The current officer support for the WSCP consists of a partnership business manager, a senior business support officer , and a trainer, hosted by the Council to be reviewed in line with service development.

11. Priorities for 2020/21

The Partnership's priorities are set by the Executive, making a Whole Family approach inherent throughout the full Partnership's methodology and its priorities. The Executive have

oversight of the current implementation of the Family Safeguarding Model and the changes in the approach to vulnerable adolescents to ensure the best outcomes for young people in Wandsworth

Progress against the key priorities for 2019/20 has shown how the partnership has worked together to safeguard children. The key priorities for 2020/21 are:

- Contextual Risk
- Vulnerable Adolescent
- Mental Health
- Domestic Abuse
- Special Educational Needs and Disability
- Under Fives
- Anti-Racism/ discriminatory practice

The Executive, follow these principles when setting priorities; they should be:

- outcomes focused
- take a full partnership approach, equally applicable across the three safeguarding partners' organisations and across the agencies and organisations within or influenced by the Wandsworth Safeguarding Children Partnership
- be the main priorities of the Executive and the steer for the sub-groups
- will be shared, agreed, and prioritised with other partnership boards including, but not restricted to, the borough's Health and Wellbeing Board, Community Safety Partnership, Adults Safeguarding Board, Clinical Sub-Reference Group and all their sub-structures.

12. Annual report

It is important for the Partnership to bring transparency about its activities and proposals to children, young people, families, and all practitioners, to do this, the Executive will publish an annual report. This will include what the Partnership has done, including child safeguarding practice reviews, and how effective these arrangements have been in practice. In addition, the report will include:

- evidence of the work undertaking by the Partnership and agencies, including training, and an analysis of the difference it has made for children, young people, and families
- progress on agreed priorities
- a record of decisions made or planned by the Executive in the report's period, to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements
- ways in which the Partnership has sought and used feedback from children, young people, and families to inform their work and influence the services provided for safeguarding in the borough
- the Independent Chair and Scrutineer will provide an overview of the effectiveness of the partnership in safeguarding and promoting the welfare of children and young people in Wandsworth.

The report will be published on the Council, CCG and Police websites and will be shared with the National Child Safeguarding Review Panel and the What Works Centre.



Enquires : wscp@wandsworth.gov.uk

Glossary

BCU	Basic Command Unit (Metropolitan Police)
CCG	Clinical Commissioning Group (NHS)
CDP	Child Death Panel
SMT	Senior Management Team (Council)
MAPP	Multi-Agency Public Protection Arrangements
OSC	Overview and Scrutiny Committee
SEND	Special Educational Need and Disability
WSCB	Wandsworth Safeguarding Children Board
YOT	Youth Offending Team
MACE	Multi-Agency Child Exploitation