

Wandsworth Safeguarding
Children Partnership
Published Arrangements
October 2022



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. Following engagement and consultation across the system in South West London, the arrangements have been developed with all who are currently involved in the Wandsworth Safeguarding Children Partnership.

The arrangements are signed off through the appropriate governance process for Wandsworth Council, the NHS South West London Integrated Care Board, and the Metropolitan Police.



Mark Maidment
Chief Executive,
Wandsworth Council



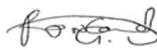
Sarah Blow
Chief Executive, NHS
South West London
ICB



Elisabeth Chapple,
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Council



Dr Gloria Rowland
Chief Nursing and Allied Health
Professional Officer
Director of Patient Outcome
NHS South West London ICB



Andrew Wadey
Detective
Superintendent, Head of
Public Protection, SW
London

Foreword

As a partnership we champion children and families, putting their wellbeing and education first. We are proud of our work, yet we remain ambitious to do more to provide all children and families in Wandsworth with the best support to live their best lives.

We have developed arrangements to safeguarding children in Wandsworth by building on our collective strength as a partnership. A partnership approach where the child is at the centre of all our thinking and action, provides a safe and supportive culture for all our children to achieve the best individual outcomes.

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 in July 2019 and became the Wandsworth Safeguarding Children Partnership [WSCP].

The three statutory partners in the new arrangements, Wandsworth Council, the NHS South West London Integrated Care Board, and the Metropolitan Police, chose to have education providers as part of the partnership. Schools and other settings are at the core of the arrangements, and we recognise the challenge they face, while also recognising their strength in their contribution in our shared responsibility for contextual safeguarding.

Effective challenge and scrutiny are key to the effectiveness of partnership arrangements. To help us achieve this the Local Government Association (LGA) is currently providing support with our scrutiny across a range of activities, however, going forward we will be looking at other scrutiny arrangements.

The past year has continued to bring new challenges across the partnership in a way that we could not have planned for. That said, together we rose to the challenges brought by Covid-19 where an increasing number of children became invisible. The current cost of living crisis is a new and anticipated ongoing challenge and we will make sure our support to children and families is coordinated across the partnership, listening, and acting on our communities' worries, concerns and fears. At the heart of our continued commitment to the safety and wellbeing of children and families has been our workforce who have been relentlessly innovative in their approach to supporting and meeting ever changing needs of our children and families.

The death of George Floyd back in May 2020 reminded us that racism has not gone away and helped us to refocus, rethink and act locally on discrimination and disproportionality for our service users. The local authority Participation Lead attends the Executive and other subcommittees and groups to give feedback and updates directly from young people's experiences; and receive requests on key strategic areas that need children and young people's participation.

This document demonstrates our ambition and commitment of the Partnership 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

Justin Roper, Director of Quality, SW London Integrated Care System

1. Keeping Children Safe in Wandsworth

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 strengthen our multi-agency approach, developing a structure to allow strategic decision makers to make right and timely decisions for services to work collaboratively to make a positive impact on young lives.

How this happens

The Wandsworth Safeguarding Children Partnership champion children and families, putting their wellbeing and education first. It brings 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 and ensure best outcomes for children and their families in Wandsworth.

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.

At its heart is a thirst for joint learning, review, and improvement, and throughout is the voice of the borough's children, young people, and families to help solve problems.

The Partnership includes an Executive, a framework of subcommittees and groups 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. Legislation and Review

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 Chief Executive of NHS South West London. Together they act as a strategic leadership group for others and implement local and national learning from serious child safeguarding incidents.

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

The Wood Report published in May 2021² (building on his initial review of 2016) reviewed the new multi-agency safeguarding arrangements and how they could further be developed.

In 2022 there have been a series of national policy developments. Reforms in SEND are currently under consideration following the issue of a Government Green Paper consultation, the School's Opportunity for All White Paper which sets out the government's vision for education as well as the governments levelling up agenda which outlines the government mission to give everyone the opportunity to flourish. Each of these will impact on the way we work with Children and families in Wandsworth.

Most recently [the Independent Review of Children's Social Care](#) and the [National review into the murders of Arthur Labinjo-Hughes and Star Hobson](#) were published in May 2022. The review of Children's Social Care report called for the further strengthening of multi-agency working to achieve joined up services and decisions for children and families. Government is currently developing an implementation plan which will be published in early 2023. Whilst the Arthur and Star review sought to make sense of what happened in the tragic deaths of both Arthur and Star, so that as a system we can consider what we might do differently in the future. We have taken the key messages from this report and how we consider this across our Safeguarding Partnership in Wandsworth.

3. Leading Safeguarding in Wandsworth

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 chief executive, NHS South West London, and a chief officer of police" (Working Together to Safeguard Children 2018, p74).

The guidance 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 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.

² [Wood Review of multi-agency safeguarding arrangements \(publishing.service.gov.uk\)](#)

Council		
Mark Maidment / Mike Jackson to start October 2022 <i>Delegated authority to</i> Ana Popovici	Chief Executive Director Children's Services	Wandsworth Council Wandsworth Council
Integrated Care Board (ICB)		
Sarah Blow Dr Gloria Rowland	Chief Executive Chief Nursing and Allied Health Professional Officer Director of Patient Outcome	NHS South West London
<i>Delegated authority via the Chief Nurse, Dr Gloria Rowlands to</i> Justin Roper	Director of Quality,	NHS South West London
Police		
Elisabeth Chapple <i>Delegated authority to</i> Andrew Wadey	MPS Commander for SW London Detective Superintendent, Head of Public Protection for SW London	Metropolitan Police Metropolitan Police
Advisory Standing Members		
Patricia Andre-Watson	Headteacher	Chair of Primary Heads Safeguarding Forums Rep
Andrew Bailey	Headteacher	Secondary Schools Representative



Gloria Rowland (NHS SWL)



Andrew Wadey (Police)



Ana Popovici (DCS)

The Executive's Responsibilities

The Executive requires oversight and assurance that the safeguarding work in the borough is effective and meets the needs of those we serve.

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 children and families in the borough.
- Developing and overseeing the overarching strategic aims of WSCP.
- 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.

Since November 2021, the Executive has met fortnightly bringing agility, dynamism and swift decision making into the partnership. We are seeing a positive impact of this renewed commitment. Full Executive meetings are now held on a quarterly basis.

The three statutory partners chair the Executive meetings on a rotational basis.

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 chair of the Forum is an Advisory Standing Member of the Executive. A Secondary Headteacher is also an Advisory Standing Member of the Executive.

The relevant agencies and their responsibilities

We are working effectively together and have mature relationships that allow for challenge and curious conversations to take place to enhance these arrangements, in order to benefit children and young people and their families.

We are working hard to ensure that all agencies fulfill their safeguarding duties ensuring, robust safeguarding policies and procedures in place and that there is appropriate information sharing and escalation.

The partnership has to find collaborative ways to work with key safeguarding agencies in the local area. These include:

- Wandsworth Council:
 - Public Health
 - Children's Services
 - Adult Service
 - Housing
 - Community Safety
 - Youth Offending
- NHS Integrated Care System /Board
- Metropolitan Police
- Early Years Providers
- Primary Schools, secondary and special schools (State maintained and independent)
- 16 to 18 Education Providers
- Independent Schools
- Alternative Providers
- Wandsworth Probation Service
- 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
- CAF/CASS
- London Fire Brigade
- Each children's home provider
- HM Prison Wandsworth

The core responsibility for each relevant agency is 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 subcommittees 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.

Enhancing The Scope of the Executive

In order to strengthen executive accountability for service delivery we have now changed our governance model. We have moved from having an independent chair and scrutineer, who had been in place for 3 years, to a new model in which each executive will assume the role of the chair on a rotational basis. We will initially have external scrutiny from an independent LGA advisor. We will continue to review our working arrangements, including membership and the way we are organised, to ensure that we are never complacent and continue to strive towards the best outcomes for children and their families in Wandsworth

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 Integrated Care Board
- the Borough Command Unit (BCU) Oversight Board
- the Designated Professionals for the HCP

Engaging Relevant Agencies

The Executive members see it is an absolute priority for effective engagement of all relevant agencies in responding to the priorities that are set by the Executive, with opportunity given to raise issues of concern to or share best practice with the Executive.

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

- Learning from Experience (LfE) Events
- Membership of subcommittees and groups and, where appropriate, task and finish groups
- Through direct lines of contact with members of the Executive and active engagement with key existing partnership groups.

Partner engagements are centered upon Learning from Experience. These events focus and deal with key safeguarding issues and/or emerging themes and allow for the dissemination of learning to a wider safeguarding community, of statutory and non-statutory agencies. The forward plan for these themes will be determined by the Safeguarding and Continuous Learning subcommittee (SCL) in conjunction with the Training and Workforce Development subcommittee (TW&D). The frequency of these meetings will be kept under review.

The South West London Local Authorities and NHS organisations have worked collaboratively to implement the changes introduced by the Health and Care Bill 2021. On the 1st of July 2022, the SWL Integrated Care System (ICS) took effect with an Integrated Care Board (ICB) known as NHS South West London replacing the existing Clinical Commissioning Group (CCG). The changes will bring opportunities for greater partnership working going forward.

The DCS has been appointed to represent Wandsworth and the DCS's in South West London on the ICB. The DCS co-chairs the CYP Maternity Board together with Doctor Gloria Rowland (Chief Nurse South West London ICS)

4. Priorities for 2022/23

The Partnership's priorities are set by the Executive, making a Whole Family Approach inherent throughout. For 2022/23, six priorities were identified in response to a review of previous priorities, findings from CSPRs, performance information and national directives. Three areas have been identified as **overarching priorities** that will be a golden thread that permeates everything we do.

- Listening to children, hearing their voices, and lived experience
- ACTIVE Antiracist /discriminatory practice – Diversity and looking at disproportionality
- Family Safeguarding Approach (FSA) to practice

The **six priorities** are:

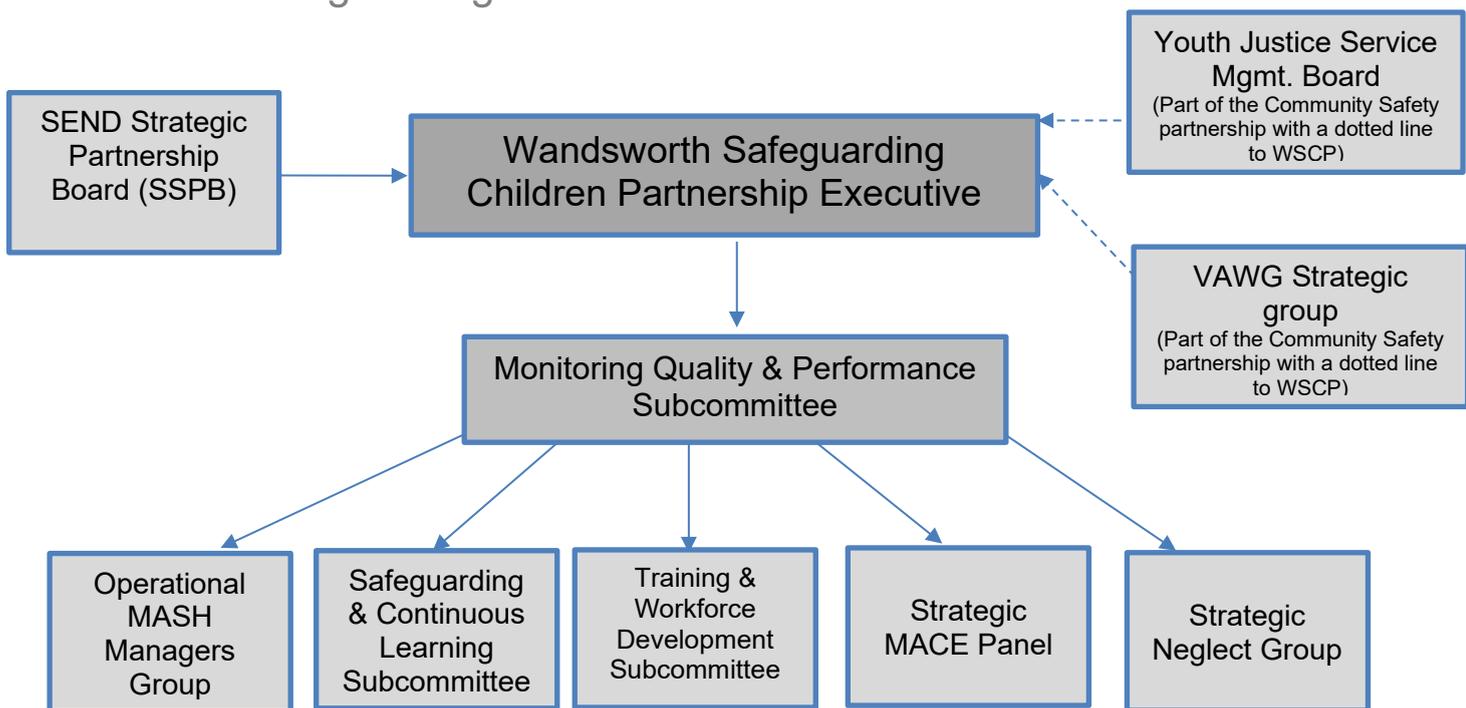
- Vulnerable Adolescent / Contextual Risk - Identifying and tackling external familial risks to young people
- Emotional, Physical and Mental Wellbeing - Supporting children and young people to maintain a positive physical and mental health
- Domestic Abuse - Reducing the impact of domestic abuse and coercive control on children

- Workforce Development - Respond to workforce challenges and changes to get effective outcomes to protect children.
- Children and Young People Missing Education - To be rigorous in identifying and locating children who are missing or at risk of missing education and supporting them back into education.
- SEND - For Wandsworth to be a place where children and young people with special educational needs and/or disability are everyone’s priority and feel like they belong in an inclusive local community.

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 subcommittees and 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.

5. The Safeguarding Structure



Subcommittee /group	Chair
Monitoring Quality & Performance	Designated Doctor for Child Safeguarding Wandsworth ICB
Training & Workforce Development	Principal Child & Family Social Worker/Head of Wandsworth Children’s Social Care Academy
Safeguarding & Continuous Learning	Head of Safeguarding Standards
Operational MASH Managers Group	Head of Service Advice Support and Help Children’s Services

Strategic Mace panel	Head of Clinical Services / DCI SW BCU
Neglect Strategic Group	Named GP for Wandsworth

In addition to the subcommittees and groups outlined below, we have developed links to other key partnership arrangements across Wandsworth. To ensure a clear line of sight of work around Domestic Abuse, the VAWG Strategic Delivery Group, which sits under the Community Safety Partnership will also have a dotted line into the WSCP Executive. Our Youth Justice Service Management Board which is part of our Community Safety arrangements is chaired by the DCS and links into our Executive Board. Finally, our SEND Strategic Partnership Board (SSPB) which is our strategic partnership which drives forward delivering our priorities around children and young people with Special Education Needs and Disabilities also reports into the Executive Board

Subcommittees / Groups

Each subcommittee and group have an agreed Terms of Reference that is reviewed annually and signed off by the executive. They will maximise the impact of learning, improvement, and innovation. Standing subcommittees and groups will be maintained where this is determined to be the most effective way of working.

The chairs of the subcommittees and groups will produce a chairs report bimonthly and present as items for noting at the Monitoring, Quality and Performance subcommittee meeting to contribute to specific discussions of the key priorities. The chairs will attend the Executive to feedback key issues from their subcommittees and groups on items to note/respond /take action e.g., risks/blockages/support/ trends/themes etc.

Where relevant, the subcommittees and groups, the MQ&P 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 Monitoring, Quality and Performance (MQ&P) subcommittee

The committee meets bimonthly and is chaired by the Designated Doctor for Child Safeguarding Wandsworth ICB. The MQ&P encompasses most of the former partners of the WSCB and is a key driving force for challenge and change.

It holds partners to account 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 Training and Workforce Development (T&WD) subcommittee

This subcommittee develops effective training, workforce development materials and events which ensure that core and specialist knowledge and skills development is supported across the Partnership and that learning is effectively disseminated.

Safeguarding and Continuous Learning (SCL) subcommittee

SCL provides the organisation and delivery of local child safeguarding practice reviews and action plans, and multi-agency audits. 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 inform Learning from Experience events.

Operational MASH Managers Group

The Executive agreed in February 2022 to the cessation of the Strategic Front Door subcommittee and replaced with Operational MASH Managers group 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.

Strategic Mace Panel

The Vulnerable Adolescent Group meeting in September 2021 proposed that the Partnership close 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 have 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.

Strategic Neglect Group

Many Local Safeguarding Practice reviews nationally and locally have identified neglect as a recurring theme. To reflect the significance and importance of this area Wandsworth has now got a Neglect Strategic Group since June 2022 and is chaired by the named GP for Wandsworth, the group will oversee aspects of neglect including the embedding of the Graded Care Profile 2 [GCP2] neglect tool.

Child Death Overview Panel (CDOP)

The purpose of the CDOP is to undertake comprehensive and multidisciplinary reviews of child deaths in the Wandsworth area to better understand how and why local children die. The CDOP, led by the ICB, 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 CDOP is led by the ICB, and safeguarding arrangements include strong ties between the CDOP and SCL particularly to ensure appropriate information exchange and compliance with new national policy. It is currently proposed that the data and findings from CDOP will be reported to the Monitoring, Quality and Performance subcommittee.

Recognising Protected Characteristics

The Partnership recognises young people with protected characteristics and may request additional information relating to individuals 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 Safeguarding Children Procedures](#) developed and maintained by the London Safeguarding Children Board, with supplementary local guidance (for example, around level of need) where necessary.

6. The Role of Independent Scrutiny

The role of 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. Currently the partnership has engaged the Local Government Association (LGA) to bring critical challenge and appraisal to the safeguarding arrangements, including those of the relevant agencies, however, it is considering its ongoing scrutiny arrangements.

The operation of the scrutiny model will be developed, using the Local Government Association experience, and in consultation with local agencies and organisations.

This independent scrutiny will:

- 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.

This will happen through a number of activities which may include

- Review LSCP arrangements considering Wood review and reports from the National Panel
- Review how Statutory partners disseminate, embed and evidence practice improvement and improved outcomes for children and young people due to the work of the LSCP
- Review progress & learning from any LCSPRs
- Attend Statutory partners (Police & Health) meetings when considering Safeguarding reports (to observe discussion & challenge)
- Review Annual reports to LSCP
- Consider effectiveness of CDP arrangements
- Review implementation & effectiveness of LSCP Key Priorities
- Review LSCP multi-agency performance framework
- Review how the LSCP works with schools/colleges, including independent schools/colleges

- Review how the LSCP links with Safeguarding Adult Board (SAB) & Community Safety Partnership (CSP)
- Review arrangement for receiving feedback from Children, young people & their families/carers
- Democratic local scrutiny - through the governance arrangements required of each Council
- Peer review
- Inspection - either single or joint inspections of the statutory partners and the services they are responsible for

Other functions to be considered by the Scrutineer:

- 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

7. Levels of Need Framework

The Partnership updated the [levels of need framework](#) 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. 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. We will actively seek the lived experiences to establish what is working well and what needs to improve. The Partnership will need to be empathetic and respectful to children, young people and families who share their views, acknowledging that we may not be hearing from those who need the service the most.

Voice and lived experience are the heartbeat and central to work taking place across all subcommittees and groups and the partnership through established Participation Lead's in each of the partner agencies. The Leads ensure we hear from young people but also supports to gather views on focused areas of work that require specific feedback. The voice of the child is a golden thread which runs through all the WSCP key priority areas and undertaken by the wider partnership.

9. Effectively Managing Conflict

There is a statutory requirement to establish a dispute resolution process, which is in place. There is good working relationship between partner agencies in Wandsworth, with acknowledgment that 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 and group refers 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.

The MQ&P subcommittee 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, action will be taken as outlined in the terms of reference.

If necessary, the statutory safeguarding partners may escalate to the Local Authority Chief Executive, Chief Executive, NHS South West London, 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 Partnership Business Team.

Supporting the structure

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

11. 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 undertaken 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 LGA 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, ICB 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	Borough Command Unit (Metropolitan Police)
CDP	Child Death Panel
DfE	Department for Education
ICB	Integrated Care Board
ICS	Integrated Care System
KCSIE	Keeping Children Safe in Education
LfE	Learning from Experience
LGA	Local Government Association
MACE	Multi-Agency Child Exploitation
MAPPA	Multi-Agency Public Protection Arrangements
OSC	Overview and Scrutiny Committee
SEND	Special Educational Needs and Disability
SMT	Senior Management Team (Council)
WSCB	Wandsworth Safeguarding Children Board
WSCP	Wandsworth Safeguarding Children Partnership
YOT	Youth Offending Team