



Wandsworth Safeguarding Children Partnership  
Published Arrangements  
27<sup>th</sup> June 2019

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

The arrangements are signed off through the appropriate governance process for Wandsworth Council, the CCG and the Metropolitan Police. These arrangements will be published by 29th June 2019 and Wandsworth Safeguarding Children Partnership will come into force on 12<sup>th</sup> July 2019.

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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.

As all local safeguarding children boards wind up and the Department for Education asks us to set up new safeguarding partnerships, we are able to build on the foundation set by the Wandsworth Safeguarding Children Board, the dedication of our outgoing chair, Nicky Pace, and the commitment of practitioners to create the Wandsworth Safeguarding Children Partnership. We thank all our local practitioners for the steer you gave in the consultation for the new arrangements. Your clear message was that directions, based on learning, need to move through to frontline services in a short and efficient chain, to make real impact on practice and to give our children, young people and families productive outcomes.

We came together as a Shadow Executive in January 2019: the three statutory partners required in the new arrangements, but we chose to have education providers alongside us. Schools and other settings need to be at the core of the new arrangements, and we recognise the challenge that all education providers face in our shared responsibility for contextual safeguarding. Nick Whitfield, CBE, has been drawing us through our deliberations, drawing upon his extensive background in Children's Services, safeguarding and managing change. He has challenged us to bring our best offer and ensure the voice of the child in all we do.

The consultation also gave us a clear message, that effective challenge and scrutiny needs to be central to the new arrangements, regardless that legislation says so. We also recognise 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 have developed a new role and recruited an Independent Chair and Scrutineer. By bringing the two roles together via an experienced and skilled independent professional, we are confident it will bring the necessary level of constant challenge to make this partnership innovative and responsive.

We are not there yet. There are changes in our environment which will likely bring challenges. We can look further at our sub-group structure and how we effectively bring in the voice of our children. We hope this paper will show you our ambition for the Partnership and also for the young people in Wandsworth.

**John Johnson**, Director of Children's Services, Wandsworth Council  
**Owain Richards**, 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 should 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. New legislation offers us an opportunity to take an already good multi-agency provision and strengthen it further. Getting the right structures in place will allow 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 will this happen?

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

- children are safeguarded, in particular, 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 are able to challenge appropriately and effectively 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 more accurate and timely decision making

The creation of the new Wandsworth Safeguarding Children Partnership will bring 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, will be 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 will include an Executive, a framework of sub-groups drawing in multiple agencies, a Monitoring, Quality and Performance group 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.

### 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 current 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 but the detail of those revised proposals is being 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 2018<sup>1</sup> gives the responsibility for local child safeguarding equally to three statutory *safeguarding partners* – the Chief Executive of the

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<sup>1</sup> The primary document relevant to these arrangements is *Working Together to Safeguarding Children, July 2018* (Department for 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*.

Local Authority, the Chief of Police and the Accountable Officer of the CCG. Across the country, this signals the end of the local safeguarding children boards and these safeguarding partners should agree how to coordinate their services in a new partnership, acting as a strategic leadership group for others, and implement local and national learning from serious child safeguarding incidents.

The recently established National Child Safeguarding Practice Review Panel commissions national reviews in respect of children's safeguarding and will liaise with local safeguarding partners over local practice reviews.

### 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 now also be aware of and act to counter contextual safeguarding.

### Local context

The new Partnership builds on the work of Wandsworth Safeguarding Children Board (WSCB), which will continue under the guidance of its experienced chair to the point of transition. This enabled the development of a Shadow Executive to create the new model.

Since August 2018 the new structure has started to evolve, working with those closest to safeguarding work in Wandsworth. This development has included:

- One to one guidance taken from 30 individuals responsible for safeguarding strategy in the borough, this includes the Police, CCG, Council, other agencies and key practitioners.
- A consultant has helped to develop a safeguarding model.
- The proposals for the model have been agreed by the governance models within the Metropolitan Police, Merton and Wandsworth CCG and the Council.
- A Shadow Executive was set up to work through the model with the consultant, including senior officers from the three partners and the heads of two primary schools.
- Updates have been presented to WSCB on three occasions.
- The proposals have also been discussed with other key partnership boards which need to work in close quarters with the new partnership.
- Advice and guidance has been taken direct from the Department for Education workshops, from the National Children's Bureau guidance and also from other boroughs following a similar path, including early adopters of the new partnership model.
- 14 members from across WSCB and the Shadow Executive Board came together, along with three primary school children, to select an Independent Chair and Scrutineer.

## The timeline



## 3. Leading Safeguarding in Wandsworth

The key principles for Wandsworth Safeguarding Children Partnership are:

### *Family and community focused*

Children are protected from harm and abuse 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 needs. 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 on 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 more 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.

*Listening*

The child's voice is heard throughout. Their experience is understood and responsibility taken to act in their best interests.

*Fairness*

Decisions are made openly, consistently and lawfully, always in the best interests of the child and that any discretion is used appropriately.

*Collaborative and professional*

Partner organisations and agencies collaborate, share and co-own the ambitions and values. High quality services are delivered with integrity by a visible, competent and knowledgeable team working in partnership to keep children and young people safe. Information is shared effectively to facilitate more accurate and timely decision making for families.

*Respectful*

Respectful of diversity and difference. Services are inclusive where difference is respected, and mutual respect exists between organisations and professionals protecting children and supporting families

*Empowering*

Enabling and empowering children and families to be more resilient and safeguarded within their peer groups, schools and community, and support them to find resolutions for themselves.



The Wandsworth Safeguarding Children Partnership structure

## The Wandsworth Safeguarding Children Partnership Executive

January 2019 saw the establishment of a Shadow Executive Board to develop the model which will best serve safeguarding in Wandsworth, with the intention that the members of that board would continue to become the Executive for the new model.

### Who are the Executive members?

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 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 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 has developed from the Shadow Executive Board and is:

<b>Council:</b>		
Paul Martin	Chief Executive	Wandsworth Council
Who has delegated his authority to		
John Johnson	Director Children’s Services	Wandsworth Council
<b>CCG:</b>		
Sarah Blow	Accountable Officer	NHS Merton and Wandsworth Clinical Commissioning Group
Who has delegated her authority to		
Julie Hesketh	Director of Quality and Governance	NHS Merton and Wandsworth Clinical Commissioning Group
<b>Police:</b>		
Sally Benatar	BCU Commander for South West London	Metropolitan Police
Who has delegated her authority to		
Owain Richards	Detective Superintendent, Head of Safeguarding, SW London	Metropolitan Police
<b>Advisory Standing Members:</b>		
Ruth Hudson or Pat Andre-Watson	Headteacher	Co-Chairs of Primary Heads Safeguarding Forum
Representative from Secondary Schools	Headteacher	To be determined

## The Executive's responsibilities

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

The Executive will be 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, although in the first year this is likely to be six weekly, for at least 6 months.

## 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 are invited to take one place as an Advisory Standing Member of the Executive. The two co-chairs have already been active members of the Shadow Executive. The Executive intends to work closer with the borough's secondary schools, further education college, alternative providers and special schools and a representative from the Secondary Headteachers will be invited to become 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 will be:

- Wandsworth Council:
  - Public Health
  - Children's Services
  - Adult Services
  - Housing
  - Community Safety
  - Youth Offending
- Wandsworth 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:

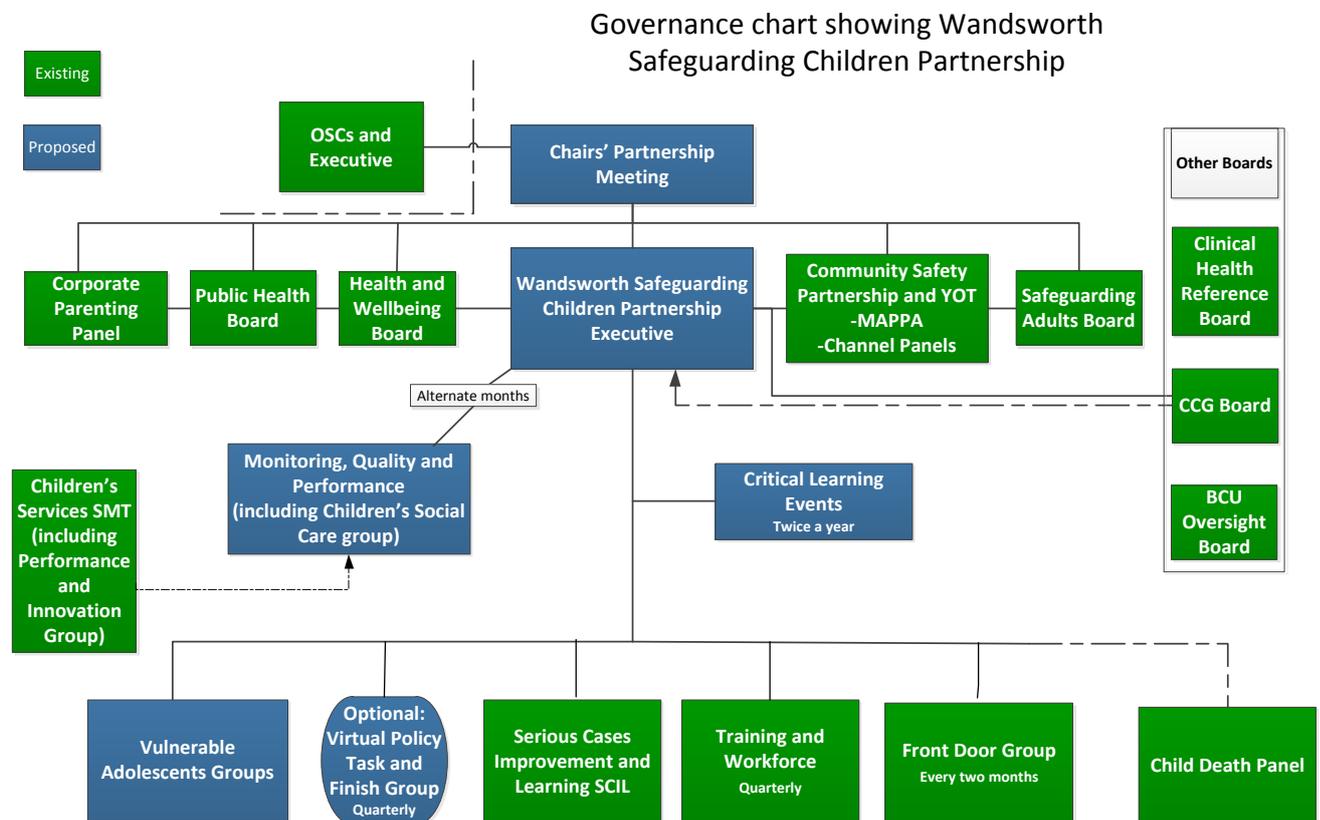
- performance data
- safeguarding needs assessment of child safety, happiness and feeling loved
- quality audit findings
- quality practice and multi-agency audit findings
- self-evaluation tools including Section 11 Audits
- strategies and plans

- 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 serious case reviews to the Executive.

Each relevant agency will be written to in order to make clear the specific requirements expected from them.

#### 4. The safeguarding structure



The Partnership will need to share its priorities across other partnering bodies and visa 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. The Chairs' Meeting will help to highligh and share issues across thematic partnership boards.

## Enhancing the scope of the Executive

These are new arrangements, it will take some time to bed in and along the way there may 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 clearly that professionals working in this field want to have a close involvement with decision making. In particular, bringing education around the top table. As well as introducing two head teachers to the Executive, it is proposed that one of the six Executive meetings per year will be an **enhanced meeting**, inviting relevant agencies to each nominate a senior representative to attend. This will reflect the current membership of the WSCB board.

The Executive members is also responsible for ensuring information cascades from the Partnership and that discussion are led with senior colleagues and structures within their own organisations, in particular 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 will alternate meetings with the Monitoring, Quality and Performance Group. Both will be chaired by the Independent Chair and Scrutineer. The Monitoring, Quality and Performance Group will encompass all the former partners of the WSCB and will be a key driving force for challenge and change, led by the Independent Chair and Scrutineer.

## 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 new arrangements will ensure that this engagement is achieved through a combination of methods:

- twice a year Critical Learning Events
- membership of sub-groups and, where appropriate, task and finish groups
- attendance at the annual enhanced Executive meeting
- through direct lines of contact with members of the Executive
- proactive engagement with key existing partnership groups.

Partner engagement will be centred upon Critical Learning Events. These events will be focused and deal with key safeguarding issues and/or emerging themes. These meetings will 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 will 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 will 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.

The Shadow Executive decided to test the market with a recruitment process carried out to interview for either a chair, a scrutineer or, ideally, someone who had the skills, confidence and ability to serve a dual role. A highly experienced chair and scrutineer was appointed and started work with the Shadow Executive in May 2019. Over the next two months he will work with the Executive and other agencies and organisations to develop a strong sub-group structure.

## 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 will bring 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, considerably more than other chairing-only roles.

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.

In addition, it is proposed that 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 be developed over the next two months, using the new Independent Chair and Scrutineer's experience, and in consultation with local agencies and organisations.

Initial proposals of how the independent scrutiny will operate and be reviewed

Scrutiny in relation to the key priority themes of the Critical Learning 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

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 be expected to make formal recommendations to the Executive.

The statutory partners will review the arrangements for independent scrutiny at least annually and report in the annual review on these arrangements.

The other ways in which independent scrutiny will be delivered 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 - such as through the developing ALDCS (Association of London Directors of Children's Services) sector led improvement programme, supported by the Department for Education, which includes an annual programme of peer challenge.

## 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 will be led by the Independent Chair and Scrutineer and it will feed directly into each Executive meeting. This **Monitoring, Quality and Performance Group** will alternate 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 Group will do 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 will work 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 Group will include the three statutory safeguarding partners or their delegates, the Director and Assistant Director of Children’s Services, the Executive Member for Education and Children’s Services and the partners of the former WSCB. This is a core meeting for the Partnership so there will be close monitoring of attendance, to ensure an active contribution from all parties.

There will also be the introduction of **Critical Learning 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 will always pay due regard to young people with protected characteristics, in particular when examining reports and may request additional information relating to individuals with protected characteristics in order to identify any issues which will require further investigation, support or learning.

## Continuing innovation in services for children

In the 3 years up to October 2018, the government’s Department for Education funded independent chairing of a Children’s Services Improvement Board, to focus on improving the local safeguarding services for children. It brought together senior officers from the Council, senior leads with major partners including the CCG, the Borough Commander and the Leader of the Council to focus on the services for our youngest residents. Following an improved Ofsted rating in 2018, the Department for Education ceased funding the Board.

The proposal is to incorporate the highly regarded work of this Board into the Monitoring, Quality and Performance meetings, bringing a platform of innovation to the Partnership and the monitoring of Children's Services, putting the CCG and Police as equal partners and recognising the contribution of other established partners, both providers and the voluntary sector. This also recognises that the entirety of work within Children's Social Care cannot be separated from safeguarding and that the vast majority of the work involves working with the same agencies and organisations that are involved in safeguarding. It will bring a focus of innovation central to the Partnership and efficiencies across many partners.

### 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, and they will then determine if there is a need for the Serious Cases and Learning Sub-Group to consider a rapid review.

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-groups structure

The proposed sub-group structure is set out in the diagram on page 11.

The final structure of the sub-groups will be defined over the next two months. The new Independent Chair and Scrutineer will work closely with the local agencies and organisations, and potentially with other boroughs, to ascertain the best way to move forward. In some instances, such as with Training and Workforce Sub-Group and with the potential Virtual Policy Task and Finish Group, these could benefit from looking at a wider geography and the Executive will welcome early conversations about this with adjoining boroughs. The Executive will determine and review chairing arrangements and membership for each group and agree their terms of reference. Some groups may require a task and finish group to work through modelling to ensure the most efficient structure with the best outcomes.

The sub-groups will need to maximise the impact of learning, improvement and innovation. Standing sub-groups will be maintained where this is determined to be the most effective way of working.

The chairs of the sub-groups will report on a routine basis to the Executive. Officers and partners from the sub-group will be invited to attend the Executive or the Monitoring, Quality and Performance meeting to contribute to specific discussions within the Business Plan. The Independent Chair and Scrutineer will periodically attend the sub-groups.

Where relevant, the sub-groups, the Monitoring, Quality and Performance meeting and the Executive, will ensure effective liaison 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-group

This will continue the work of the current sub-group 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 is proposed it will sit quarterly. Neighbouring boroughs are exploring the potential to strengthen this work across a wider geographical footprint, given that the work does not differ significantly from borough to borough. This position will be reviewed.

#### Serious Case Improvement and Learning (SCIL)

SCIL will need to provide 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. SCIL will 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 SCIL will need to inform Critical Learning Events.

#### Front Door Group

This is the most recently set up sub-group within WSCB. It focuses on improving operational practice at the front door. A key task will be the continued improvement of the Front Door as well as holding the Partnership to account for its contribution to multi-agency work. It will continue as currently set up and meets every two months.

#### Vulnerable Adolescents Group

This sub group will provide oversight of the implementation of the Vulnerable Adolescents strategy. It will ensure a clear, co-ordinated multi agency response to addressing the risk to the number of adolescents in Wandsworth at risk through sexual exploitation, sexually harmful behaviour, criminal exploitation, county lines, involvement in gangs, suicide and neglect.

#### Children's Services Scrutiny Arrangements

While not technically sub-groups of the Partnership, two Council groups bring together partners to review child safeguarding. One is the Children's Improvement Group (CIG) set up to monitor progress on the post-Ofsted priorities plan, which includes attendance from health colleagues. The other is the Children's Social Care Group, a Member sub-group of the Overview and Scrutiny Committee, where Police and health partners are regularly held to account alongside Council officers. The Lead Member is then able to feed back into the Monitoring, Quality and Performance group as necessary.

#### Virtual Policy Task and Finish Group

This is an optional group, to be considered alongside the other sub-groups. It comes from feedback from some of the consultation that there could be merit in having some short-term groups to consider policies. It has also been raised as possibly working with at least one

adjoining borough, recognising that the basis of policy does not differ significantly across larger geographical areas, but there is usually the need to add a local emphasis. It is likely that these 'virtual' groups will not meet frequently but will generally work separately and have regular catch ups, with a life span of no more than six months for each group. The steer for the tasks would be agreed by either the Monitoring, Quality and Performance meeting or the Executive.

#### 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 CDP, led by the CCG, in partnership with the Council, will supply 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 future arrangements of the CDP are being progressed separately, led by the CCG. The new safeguarding arrangements must include strong ties between the CDP and the SCIL 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 meeting.

## 5. Placing safeguarding central to decision making

Drawing upon the Wood Review, and a frequently voiced issue during the course of 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. As per the board map shown on page 11, a new Chairs' Meeting is proposed.

A Chairs' Meeting will bring 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.

The proposal for a Chairs' Meeting has been supported within the original governance report for these safeguarding changes and has been strongly urged by the Safeguarding Adults Board. This meeting will be initiated following the establishment of the Wandsworth Safeguarding Children Partnership.

## 6. Threshold document

The Partnership will publish a threshold guidance document to assist professionals within Wandsworth to identify suitable responses to the needs they identify 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 is 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 will also set out the local criteria for action in a way that is transparent, accessible and easily understood.

## 7. The voice of the child

The views, needs, fears and aspirations of children and young people and the interests of their families will be 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 will be led by the Independent Chair and Scrutineer, drawing in the developing structures, to see how the voice of the child will be central to all issues pertaining to the Partnership. This will take some months to develop; looking at a meaningful, not tokenistic, impact. However, it will be able to draw on the expertise of the highly acclaimed Children in Care Council (CLICK) and the local Youth Council from the outset. It will need to reach the most vulnerable or at-risk members of the local community, as well as drawing in the wider view.

## 8. Effectively managing conflict

There is a statutory requirement to establish a dispute resolution process. This will be agreed even though there is, generally, 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.

### Process for all of 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 will include 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.

Each Executive meeting will ask for information from all partner agencies on any issues escalated, including from panel meetings, and any cases escalated to the three partners. 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.

## 9. Funding and resources

### Funding

The budget and resourcing need to make sure 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 WSCB consists of a board manager, an administrator and a trainer, hosted by the Council. The three statutory partners will ensure that resourcing is maintained through the transition to new arrangements to ensure continuity and the support of staff through the transfer to the Partnership. Summer 2019 will see a review of the capacity and roles required for supporting the new arrangements.

## 10. Transitional arrangements

All members of the Partnership will work together to ensure a smooth transition between the old and the new arrangements. There will be a memorandum of understanding in place to ensure all legal obligations are met.

Any outstanding Serious Case Reviews will remain the responsibility of WSCB to be completed, even if that is the only responsibility of WSCB once new local safeguarding arrangements have commenced. The ultimate governance will sit with the Independent Chair and Scrutineer and the Executive. The responsibility for implementing the recommendations of all Serious Case and other local learning reviews will pass to the new Partnership once the new arrangements commence.

Arrangements will be made to ensure the safe transfer of all the WSCB's current records and the current budget.

The Executive will ensure effective communication of the new arrangements to all relevant agencies and to the public. In turn, all partners are expected to cascade information about the new arrangements through their staff, volunteers and service users.

## 11. Priorities for 2019/20

The Partnership's priorities will be set by the Executive, making a Whole Family approach inherent throughout the full Partnership's methodology and its priorities. The Executive will determine a plan for how it will adopt a Whole Family focus.

The Executive, will follow these principles when setting priorities; that 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.

The Shadow Executive determined these areas as the focus to drive the first year of work within the Partnership, split into these themes:

### Cross cutting

Ensure mental health services meet the needs of children and the families which support them.

### Early Health

- Addressing the issues of domestic abuse so that all partners can play their part in minimising the impact of this problem.
- Ensuring that the Partnership works closely to ensure early intervention reducing the need for statutory services.
- Revisit work to ensure that the thresholds for statutory work within the Partnership's work are well understood and applied.

### Adolescent resilience

- Minimise the possibility, possible risk and impact of child exploitation.
- Recognise and address the needs of vulnerable adolescents, the risk of harm, exploitation and criminal behaviours.

### Improvement

Ensure continued improvement in the provision of services to safeguard children following the 2018 Ofsted social care inspection.

## 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 as a result of the arrangements, 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 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.



27<sup>th</sup> June 2019

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## Glossary

BCU	Basic Command Unit (Metropolitan Police)
CCG	Clinical Commissioning Group (NHS)
SMT	Senior Management Team (Council)
MAPPA	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