



Wandsworth
Safeguarding
Children
Partnership

Annual Report 2019 - 2020

NHS

South West London
Clinical Commissioning Group



METROPOLITAN
POLICE



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Foreword

By the Independent Chair and Scrutineer - David Peplow



Wandsworth Safeguarding Children Partnership (WSCP) is pleased to present their first Annual Report, April 2019 to August 2020. The inaugural report covers a longer period due to transitions and changes in the partnerships make up, name and membership, and all future reports will follow the academic year. It should be acknowledged this report details the work of the partnership board during unprecedented times. The global COVID-19 pandemic significantly changed our lives and safeguarding as we knew it. Levels of complexity were added, coupled with the national and local response to conversations on racism, equality, diversity, and inclusion which arose following the tragic death of George Floyd in the United States.

The first year as Wandsworth Safeguarding Children Partnership has provided the opportunity to review and strengthen how we work together to keep all children and young people safe, where safeguarding is everybody's business through a new partnership arrangement which came into force on 12th July 2019. This included the appointment of a new chair and scrutineer, and business team at the beginning of 2020.

The 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 Wandsworth's children. Please see the section below for more detail.

Understanding children lives and identifying what impact we have made is key to safeguarding in Wandsworth and all WSCP committees now have a standing agenda item specifically to receive feedback from professionals on outcomes of interventions made.

The annual report outlines progress made against the Partnership's objectives and identified priorities for 2019-20 and the difference partnership working has made to how children and young people in Wandsworth are protected from harm, abuse, neglect, and exploitation. The information contained within the Annual Report sets out how the partnership have worked together, despite significant global challenges during 2020 to ensure children and families in Wandsworth remained at the heart of everything we did.

Following the tragic death of George Floyd in Summer 2020 the executive now has a standing agenda item to consider anti-racist and anti-discriminatory practice which contributes to a structured and planned approach with our staff and communities about their lived experiences.

To determine the harm that children and young people were experiencing during the COVID-19 lockdown a group of senior managers across the partnership set up the COVID-19 Silver Group. The group met weekly to review the multi-agency safeguarding arrangements for vulnerable children and highlighted several emerging issues. Intelligence from agencies was presented through data and reviews of local services. The arrangements allowed for effective communication and sharing organisational risk assessments. The WSCP would like to extend its gratitude to all staff across the partnership who continued to work relentlessly, adapting, and implementing innovative solutions to identify gaps and best support our children and families during the global COVID-19 pandemic.

Executive Summary

The Annual Wandsworth Safeguarding Children Partnership Annual Report 2019/20 covers the period of April 2019 to August 2020. The purpose of this report is to provide assurance that the partnership is fulfilling its statutory responsibility in safeguarding children in Wandsworth.

Moving forward the new reporting period starting in 2020/21 will be based on the academic year.

Throughout the report you will find examples from our local partners of their safeguarding work based on the 2019/20 priorities and the impact of their work.

Success of local arrangements and impact

Partnership working under the new arrangements has meant that children are better protected and supported by multi-agency professionals. Evidence of improved working relationships was the partnership coming together very quickly due to the impact of COVID-19 and the subsequent lockdown. Throughout the report there are examples of how partnership working was able to respond to support children and families who were struggling and needed help.

Police and MASH continued to complete Operation Tea Rose domestic abuse disclosures throughout COVID-19 pandemic. There was an increase in referrals and through the scheme some children were offered places in schools ordinarily for vulnerable children.

All schools (apart from 3 special schools) remained open throughout the pandemic for pupils of critical workers and vulnerable children. Police, LA, and health continued to offer face to face meetings with vulnerable families and the front door remained open for face to face contact, which meant families continued to receive help at the point of need.

The continuation of the Early Help weekly interface meetings has enabled face to face dialogues about thresholds, which has led to sharing of best practice by increased joint working.

Police and CSC went live with Operation Harbinger at Wandsworth Custody Suite. This has enabled critical information sharing between CSC and the police to gain better understanding of young people's needs.

The Front Door set up daily intelligence briefings to promote partnership working. This has led to the building up of knowledge of children in Wandsworth and has decreased first time entrants into the criminal justice system.

Case management of the Initial and Review Health Assessments were handed back to the Local Authority in September 19 due to improvements in performance.

Information sharing from CAMHS saw high rates of incident reports for child protection concerns, this led to increased MASH referrals and representations at multi-agency meetings.

The LADO service continued to see improvements and increases in referrals.

Children were better safeguarded with improvement of ICPC's held within 15 working days of the strategy discussions/meetings from 77% to 84% which was higher than the London average. There was over 50% improvement of review CP conferences being held within timescales.

There has been significant improvement of the proportion of children placed with Wandsworth foster carers based on Service Improvement Plans to recruit local foster carers to foster older teenage children. The timeliness LAC statutory reviews had 97% held on time which is an increase from previous years.

Areas still needing attention

The partnership has identified that the number of children privately fostered has remained stubbornly low. There has been increased activity to drive this agenda forward through various action plans. To ensure full partnership oversight Private Fostering is now being managed through the partnership on a six-weekly basis.

The partnership identified mental health as one its priorities for 2021/22 there has been some improvements, but further work was required to offer a better service for children and families. Work with families during and post COVID-19 has identified additional need due to the impact on mental health for children and families.

Improving and embedding professionals understanding of thresholds has been an important area and a working group led by the Front Door sub-committee developed a 'threshold road map' and an easy to read graphic guide. A second piece of work around the review and development of the existing threshold document is continuing.

Work has started to build relationships with other boards to have overarching strategic coordination and promote collaborative joint working between partners. There is ongoing work to have mechanisms in place to ensure priorities are aligned and there are opportunities for effective mutual challenge and assurance between the HWBB, WSCP, Wandsworth Adults Safeguarding Board (WASB) and Community Partnership and Youth Offending Boards

Following the death of George Floyd in May 20 the WSCP has been very active in identifying disproportionality across all services. All the sub-committees have this as a standing item, however, there is recognition that ongoing work is needed to see if interventions such as the 'Stop and Search' pilot has had an impact in reducing the numbers of young black men who are stopped.

The Vulnerable Adolescent sub-committee went live in October 2019 and since then has developed a strategic plan. Across the partnership there have been projects and new ways of work identified in making an impact and supporting vulnerable adolescents. Sitting alongside this is managing contextual risk and the partnership wants to build on improving outcomes of young people. These two areas are key priorities for 2020/21.

An ongoing theme that COVID-19 amplified was how babies and younger children can become invisible. The SCL sub-committee has a working group looking at Sudden Unexpected Death in Infants and responding to the national panel report on that subject. Going forward focus will be on the under-fives.

There has been some multi-agency auditing activity which has identified areas of improvement and learning however, the partnership acknowledges that further work is required in this area. The Partnership undertook a smaller section 11 audit this year focusing on the impact of COVID-19 and will be using the findings to drive forward practice.

In addition to the audit work, the findings of local and national CSPRs have been shared for learning.

The partnership has progressed and now has a multi-agency performance dataset to ensure that we have the right information and data to measure activity.

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

See Annex A for the Priorities Action Plan

2020/21 will bring challenges also opportunities and will continue to build on the lessons we have learned from 2019/20.

1. Introduction

- 1.1 The new Partnership was formed and formally launched on 12th July 2019 under the multi-agency safeguarding arrangements required by government guidance 'Working Together to Safeguard Children 2018'. Under the new arrangements, the three named statutory safeguarding partners are the Local Authority (LA), Police, Clinical Commissioning Group (CCG). Although not a legal requirement, key safeguarding agencies across Wandsworth expressed a strong desire to have an education presence on the executive.
- 1.2 In line with 'Working Together 2018' this annual report highlights progress and improvements across the partnership. It evidences joint and single partnership focus and approach to safeguarding and promoting the welfare of Wandsworth's children.
- 1.3 The report will be shared with the Local Authority (LA), Clinical Commissioning Group and the Borough Commanding Unit (BCU) Oversight Board; and will be published on the WSCP, CCG and Police websites. The report also refers the reader to other reports and sources of safeguarding information where relevant via links.
- 1.4 The WSCP website was redesigned and updated in February 2020. There is ongoing work to further improve it.
- 1.5 The transition from a 'Board' to the new 'Partnership' and the recruitment of a new team to support the work has presented challenges however, despite this work has continued to ensure the safety and wellbeing of children in Wandsworth.
- 1.6 The new partnership arrangement published on 29th June 2019 detailed the agreed ambitions to ensure all young people in Wandsworth have a great future.

WSCP ambitions for all young people

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

2. Local Context

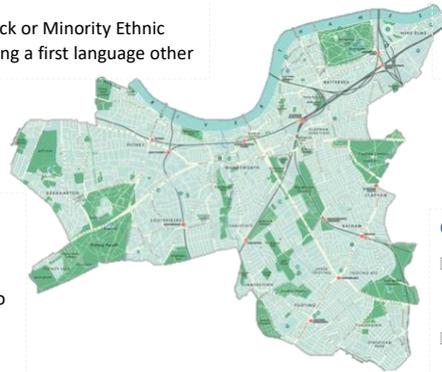
2.1 Wandsworth is a vibrant and well-connected borough, with many community assets, attractions, and facilities. The population of children and young people in Wandsworth (0-19year olds) is projected to rise by 9% by 2029 (from 70,066 in 2019 to 76,619 in 2029). [Information: Wandsworth Public Health Report 2020].

Demographics:

- 328,828 residents, the second highest in inner London
- 5th largest population of children amongst inner London boroughs, 63,840 children aged 0-17
- The largest ethnic group amongst 0 to 19 is White (53%), followed by Black/African/Caribbean (20%), Asian/Asian British (14%) and Mixed/multiple ethnic group (11%).
- Almost 75% of school pupils coming from Black or Minority Ethnic backgrounds and 43% of school pupils speaking a first language other than English

Need:

- Deprivation in Wandsworth similar to levels across London with 14% of school pupils eligible and claiming free school meals
- 29% of children in Battersea live in poverty compared to the national average of 21%
- Children with an Education, Health and Care Plan (EHCP) has increased by 24% over the last 5 years.
- The needs of the borough are weighted towards vulnerable adolescents



Opportunity

- Wandsworth has the second highest employment rate in London (79%),
- 47% of adults in Wandsworth are educated to degree level or above, the second highest percentage in the country.
- 93% Schools rated good/ outstanding
- Growth of business and economy - [Cisco Productivity Index](#) found productivity levels (in technology, innovation and business and others) 65% per cent higher than other places.

Challenges

- High level of population churn, one-third of households moving in or out of the borough each year.
- Narrowing the gap – deprivation on the whole is low but for those living in deprived areas experience high relative deprivation
- Changes in leadership – which has impacted pace and progression of improvement

3. Independent Scrutiny

- 3.1 The arrangements for Safeguarding Partnerships require that there is independent scrutiny of the arrangements. This is part of a wider system of scrutiny which would include for example, inspectorate’s single assessments of the safeguarding partners as well as Joint Targeted Area Inspections. The exact nature of the scrutiny was for local determination, this is quite a shift and there are many different approaches across England.
- 3.2 The implementation of all the arrangements is currently subject to a review by Government lead, Sir Alan Wood and it is anticipated that scrutiny will be an area he will report on.
- 3.3 WSCP have an independent scrutineer who provides some chairing of meetings, works closely with the business team in agreeing agendas and areas for development and provides independent scrutiny. This is a part time role of no more than 50 days per year.
- 3.4 The statutory guidance states that the scrutiny should provide assurance that effective multi-agency arrangements are in place including for the identification and review of serious child safeguarding cases.
- 3.5 During this transition period from Safeguarding Board to the Safeguarding Partnership there were some challenges, particularly for the business team. Statutory

duties were fulfilled, and further refinement of the partnership model including business processes have been successfully implemented. The move to a partnership model has and will continue to positively impact outcomes for children.

- 3.6 For the purposes of considering this report and against the backdrop of the transition and COVID-19 the independent chair and scrutineer has considered the headlines of the six steps for Independent Scrutiny as developed by The University of Bedfordshire¹
- 3.7 In future years this model will be used in more detail to assist in evaluating the effectiveness of the Partnership. This gives time for the new arrangements to become well imbedded.
- 3.8 In Wandsworth the published arrangements, which were approved by Government at that time, are also being reviewed as the partnership continues to refine and adjust how they work to ensure business is conducted in an effective and efficient way. All this has been taking place during a period of unprecedented demands on the services that safeguard and promote the welfare of our children.
- 3.9 The six key headlines from the “six steps” model is shown in bold followed by a statement from the scrutineer.

A. The arrangements allow for the three-core partner leads to be actively involved in strategic planning and implementation.

- 3.10 This can be seen in the published arrangements and is apparent in the minutes of the various meetings that support the work of the partnership. The core partners are well represented at the various tiers within the arrangements, with the addition of representation from education to further strengthen the executive. While there is a clear governance structure in place to bring matters to the attention of the executive, there is flexibility for agreement on more rapidly arising matters. This was well demonstrated in the dynamic and innovative responses to COVID-19 pandemic, which always put children’s needs front and centre of decision making.

B. The wider safeguarding partners are named and are actively involved in safeguarding children.

- 3.11 This is clear within the published arrangements and by examining attendance at the meetings through notes and minutes. There is an issue of resilience, as there tends to be a relatively small number of personnel within each agency who have the expertise to sit on these groups. It is an issue that the scrutineer has raised and has encouraged partners to consider development opportunities away from obvious post holders. This is a matter for more detailed consideration in the next reporting period.

C. Children, young people and families are aware of and involved with plans for safeguarding children.

- 3.12 A section in the main safeguarding partners report deals with the voice of the child as do the arrangements. The partnership takes a simple, but significantly impactful step at each meeting by discussing a practice example to ensure children remain central to the meeting. As part of the wider partnerships routine scrutiny reports are taken regarding the work of the Independent Reviewing Service and the Child Protection

¹ Adapted from Pearce, J (2019) Six Steps for Independent Scrutiny: Safeguarding children arrangements. Institute of Applied Social Research, Luton, University of Bedfordshire

Service. These reports address Children's participation and action. The partnership was reassured that children were encouraged and supported to be active participants. More detail about these reports is in the body of this report in section nine.

D. Appropriate quality assurance procedures are in place for data collection, audit, and information sharing.

- 3.13 There is a good range of audit and inspection. A multi-agency data set has been agreed and is being developed. Whilst processes are well developed in individual agencies it has been a challenge to draw together suitable data that allows the partnership to evaluate the impact of the agreed priorities. The challenge is to create a data set that addresses the areas that have been agreed as priorities and demonstrates that collective partnership action is making a difference to children and young people.

E. There is a process for identifying and investigating learning from local and national case reviews.

- 3.14 The partnership is very active in learning and improvement activity and, as can be seen in this report, undertakes statutory reviews. The changes to the new requirements have sometimes been testing. The local partnership has sought to engage with the national panel on several occasions to ensure they improve the processes that support undertaking learning reviews. The methodology that is preferred for reviews may need some re-thinking so that reports can be finalized more quickly. Learning is clearly shared by several means and remedial action not delayed by the overall process. It is a requirement that the annual reports include a section about learning reviews and that is included in the main report.

F. There is an active program of multi-agency safeguarding children training.

- 3.15 There was a well-established program of multi-agency training that has continued into the new partnership arrangements. The approach has effectively adapted and has continued throughout the COVID-19 pandemic. Feedback is positive that training is making a difference to the workforces' operational delivery. More detail can again be found in the body of the report.
- 3.16 Finally, the core responsibilities of the new partnership are unchanged from that of the previous safeguarding children boards, that is to safeguard and promote the welfare of children by:
- Agreeing on ways to co-ordinate their safeguarding services
 - Act as a strategic leadership group in supporting and engaging others
 - Implement local and national learning including learning from serious child safeguarding incidents
- 3.17 It is testament to the partnership staff at all levels that despite the current changing and challenging landscape, the safeguarding of Wandsworth's children has remained front and centre, while refining the new partnership arrangements and continued consideration to service improvement.

4. Impact of COVID-19 – March 2020

- 4.1 As a result of coronavirus pandemic, all agencies across Wandsworth found they had to make significant changes to service delivery and to ensure priority was given to carrying out safeguarding duties, ensuring the safety of all children, particularly those that were invisible.
- 4.2 All partners have worked well to ensure services have been maintained and new ones developed as necessary. In response the partnership worked collaboratively in setting up the COVID-19 Silver Group meetings to analyse trends, identify actual and future resource pressure, look at solutions to current and future needs and listen to the needs of children families and staff. The meetings are continuing to respond to an everchanging landscape, and guidance issued by central government.
- 4.3 The strategic aims of the COVID-19 Silver Group were:
- Intelligence: Understand the Issue via a comprehensive analysis of the Intelligence Picture across all partnerships
- Problem Solving: Engage across the system and through problem solving develop effective solutions
- Risk Reduction: Ensure that we reduce the risk for those we know about and where we can't do this and risk remains, have a robust rescue plan
- Prevention: Prevent other children from being at risk
- Voice of Child: Find a mechanism for hearing the voices of children and young people who haven't been heard and prioritisation of response to them by whatever means
- Communication and Awareness: Ensure effective communication and awareness inside and outside the system
- 4.4 The Safeguarding Partnership meetings focused around five key conversation areas:
- How have young people been coping?
 - Safeguarding
 - Biggest concerns (excludes engagement and food for the purposes of this paper)
 - What has been learnt from lockdown?
 - Suggestions of what we now need to do
- 4.5 There were many concerns raised throughout the partnership meetings, the majority of which were around invisible children, children going back to school, and increase in disclosures and referrals to children social care.
- 4.6 There has been a different approach to risk taking since March 2020, which has produced a more agile and responsive workforce to meet emerging new need. We ensured the energy and collaboration which was seen throughout lockdown continues in a sustainable way, while meeting new emerging needs within our communities. The following were some practical suggestions of how this might be done:
- Continue virtual meetings to increase attendance and accessibility for professionals across the partnership
-

- Continue virtual meetings for young people as it seemed to work well for our teenagers
- Ensure staff have rest, and continue to build a resilient, dynamic, and agile workforce
- Considering what additional and broader skills practitioners might need to be able to support families holistically, for example mental health and domestic abuse.
- Have a strategy for the next 6-9 months which reflects a potential influx in anxious children, parents who need support but are below the threshold and an expected increase in emotional support for all family members.
- Work with community organisations who have been supporting parents

4.7 The Associate Director of Safeguarding revised the safeguarding service model to ensure Central London Community Healthcare (CLCH) staff have access to safeguarding advice and support 7 days a week. This service was delivered securely using virtual technology platforms such as Microsoft Teams or Blue Jeans. Many of the changes implemented will be retained.

5. Impact of Black Lives Matter – May 2020

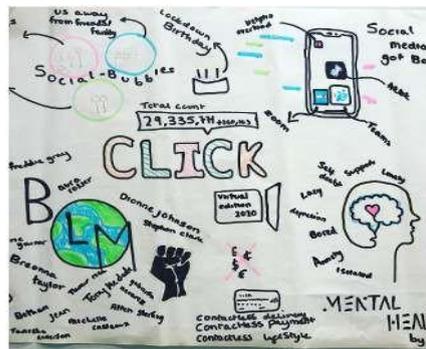
- 5.1 The tragic death of George Floyd in the United States and the conversations which followed on equality, diversity and inclusion, and the disproportionate effect of COVID-19 on families from ethnic minority communities, has enabled reflection and action across all agencies.
- 5.2 George Floyd's death has heightened issues of discriminatory and prejudicial conduct globally and required the partnership to act immediately. The WSCP's response included:
- Identifying Anti-racist /discriminatory practice as one of its key priority areas
 - Requesting all agencies to detail to the partnership of what they are doing to promote conversations around racism /anti-discriminatory practice, and detail a structured approach to addressing this
 - The use of performance data to identify disproportionality in key areas of service
 - Requested every sub-committee look at impact on practice
 - Detail actions which will support staff, particular at senior levels which is disproportionate to the workforce at lower levels
 - Ensure communication is clear from the partnership to reflect what they are doing
- 5.3 By engaging each partner individually and collectively and setting clear actions that the partnership will be held to account of, there is ambition that discriminatory practice and disproportionality stays on the agenda of the WCSP, with partners appropriately challenging each other.

6. The Voice of the Child

- 6.1 Children are at the heart of everything we do in Wandsworth. Their voice and lived experiences are central to the work of the WSCP. During the COVID-19 pandemic all partners found new innovative ways to work with children and young people. A priority is to evaluate and embed best practice that was established through new ways of working, and to embed this into business as usual.
- 6.2 To ensure that the voice of the child is heard and acted upon, all sub-committees have this as a standing item. The commitment of the partnership to championing this has been outstanding and acknowledges the importance of keeping children central to our services and is further realised in the Wandsworth Children's Service Plan and Vision.



- 6.3 The commitment to including VOC reaches as far as Corporate Parenting Panel and the newly formed Improvement and Transformation board. Both are required to consider the VOC. The VOC is also considered in all assessments, key safeguarding meetings, and as part of the recruitment process of staff from social workers to the new Head of SEND. Wandsworth children’s services aims to ensure children and young people are a part of the conversation and decision-making at every level.
- 6.4 There are three participation groups for Children in Care and Care leavers: Double CLICK age 6-12, CLICK age 13-17 and CLICK Plus aged 18-25.



- 6.5 Each group meets on a regular basis and are consulted on services they receive and how these can be improved. In addition, there are also participation projects and events that are made available for young people to get involved in.
- 6.6 By reviewing and listening to the Children in Care Council (CLICK) the terms of reference for the CLICK group has been changed and the group has been made smaller. Senior managers attend these meetings and young people can forward their thoughts, feelings, and issues. Young people have delivered Total Respect training to staff, members of the council and foster carers. Children are involved in all appointments and take active role in high profile recruitment such as the DCS and senior management.
- 6.7 Audit by CSC Jan 2020 indicated that most children have had their views listened to with 77% having their views expressly noted. A pilot of rolling out direct work packs to help practitioners improve the quality of work with children and young people.

6.8 During the COVID-19 lockdown the VOC was very important and as part of the multi-agency response 3 consultation events were held with young people during August led by Participation Officers.

6.9 Feedback from Young Carers during COVID-19 lockdown:



6.10 Wandsworth responded by working collaboratively with our young people and Universal services to design a summer programme, 'Summer Unlocked' to keep vulnerable young people engaged in activities and learning through stealth based and traditional tuition over the summer. As places were limited due to social distancing restrictions, partners and schools were asked to target and identify vulnerable young people they felt would benefit. Over 600 referrals were received and an evaluation of the programme by young people that attended indicated that the programme was well received and beneficial to their learning² with many of children and younger people engaging longer term. The success of this programme has bolstered our commitment to develop a winter programme which will also include tuition.

² Presentation to SMT on outcomes – 20th October

- 6.11 Multi-agency training continues to address the ongoing challenges to improve engagement of young people and their families in the development, delivery, and evaluation of training across the threshold continuum. Good progress has been made with ensuring we hear from young people and their families accessing services across Early Help, Children in Need, Children subject of Child Protection plans and Children Looked After. Two young people have reviewed the level 1 & 2 Safeguarding training courses and provided feedback. One young person provided a personal view from lived experience through a poem on transgender issues, another young person has agreed to co facilitate level 1 & 2 Safeguarding training and is being supported to prepare for this.
- 6.12 The CAMHS have further demonstrated that they take listening and taking children seriously by appointing a new service user involvement officer.

7. Relationship with other Boards

- 7.1 The new partnership arrangements introduction of a ‘chair’s meeting’, brings together the chairs of other strategic boards operating within the borough, including the Health and Wellbeing Board (HWBB), the Safeguarding Adults Board and the Community Safety Partnership Board. Themes and views from the chairs meeting are shared with the CCG Board and the BCU Oversight Board.
- 7.2 Overarching strategic coordination with other partnership boards promotes collaborative joint working between partners. Later in the year there will be a planned chairs meeting that will look at joint views and themes.
- 7.3 There is ongoing work to have mechanisms in place to ensure priorities are aligned and there are opportunities for effective mutual challenge and assurance between the HWBB, WSCP, Wandsworth Adults Safeguarding Board (WASB) and Community Partnership and Youth Offending Boards.
- 7.4 A focus of 2021/22 will see closer working relationships with other boards.

8. The new WSCP partnership structure



Julie Hesketh (CCG)



Owain Richards (BCU)



Ana Popovici (DCS)

- 8.1 ‘Working Together to Safeguard Children 2018’ gives the responsibility to three statutory safeguarding partners – the Chief Executive of the Local Authority, the Chief of Police, and the Accountable Officer of the CCG. The responsibilities have been appropriately delegated to the Wandsworth Director of Children’s Services,

Director of Quality Governance South West London CCG, and Head of Safeguarding South West London BCU who make up the partnerships Executive board.

- 8.2 The Executive is the strategic and decision-making body of the partnership, education has representatives from one primary school place shared between two headteacher representatives, and one secondary school representative as Advisory Standing Members.
- 8.3 The Partnership has a series of sub-committees, focused on key elements of the Partnership's work and report to the Executive Board. Each sub-committee has a clear role as set out in its own terms of reference. More information on these, including meeting frequency and activity, can be found in Annex C.
- 8.4 The WSCP remains an independent intermediary body with an Independent Chair who is also the Partnerships scrutineer and works with all agencies to safeguard and promote the welfare of children and young people in Wandsworth.
- 8.5 The Partnership is supported by a Business Team which facilitates the different areas of the Partnership's work. Since the last report changes made to the Business Team and the appointment of a new Chair / scrutineer have affected overall progress to date but have ensured a more robust governance structure which will undoubtedly improve outcomes for children and families as the partnership matures.

9. How we are doing as a Partnership

- 9.1 Under the new arrangements the Shadow Executive (i.e. the executive before being formalised in July 2019) determined the first year of work within the Partnership, the priorities for the partnership for 2019/2020 are detailed in the table below, with detailed information contained in Annex D.

Priority	Impact of work
<p>Mental Health Ensure mental health services meet the needs of children and the families which support them</p>	<p>Routinely sharing information between partners where there are safeguarding concerns A streamlined approach to responsibilities under the Mental Capacity (Amendment) Act 2019 for 16-17-year olds Appropriate and timely social work intervention for any CLA child, to assess support required</p>
<p>Early Help 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</p>	<p>Review of Early Help is targeted to those most in need, it reaches out into our communities and compliments the work of the voluntary and independent sector. It is a strengths-based approach model which has at the heart of it, the evolving needs of the community. Early identification of children as victims of domestic abuse and quality, timely response to any increases in domestic abuse disclosures following COVID-19 lockdown. Coordinated and immediate response to the impact of COVID-19 on children and families using data to ensure partners were informed of emerging and changing picture of safeguarding children across Wandsworth Good awareness of potential contextual safeguarding risks</p>
<p>Adolescence 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</p>	<p>Operation Harbinger has enabled critical information sharing between CSC and Police to better understand the specific needs of young people in custody Better relationships have been built with young people effectively by better engagement with education Better management across the partnership of contextual risk with increased resource in SW BCU and NHS England promotion through events and conferences Improved process of SW BCU in responding to missing children has led to a decrease in the number of children reported missing Daily Intelligence Briefings (DIBs) at the Front Door (MASH) have decreased first time entrants into the criminal justice system through effective and targeted support, provided by timely and effective multi-agency interventions Establishing a Multi-Agency Risk, Vulnerability and Exploitation (MARVE) panel has ensured appropriate intervention and outcomes for children and young people, with risks and vulnerabilities shared with partnership and thresholds reviewed collectively</p>
<p>Improvement Ensure continued improvement in the provision of services to safeguard children following the 2018 Ofsted Social Care Inspection</p>	<p>Review and restructure of Early Help has ensured a single point of entry at the Front Door, providing clarity of referrers who have safeguarding concerns for children Overall performance improved through a developed and deeper understanding of data Improvements in the delivery of Initial Health Assessments, through the introduction of regular meetings between LA, CCG and St Georges Timely decision making of initial concerns, timeliness of single assessments, care proceedings and adoption due to a clearer focus on the Front Door and MASH including strengthened leadership and management</p>

10. Partnership Working Safeguarding Children

NHS South West London Clinical Commissioning Group (SWLCCG)

10.1 The CCG undertook the following activities order to improve safeguarding of children:

- The Child Death Overview Panel (CDOP) moved from being a Local Safeguarding Children Board responsibility to a South West London Child Death Review Panel (CDRP) in September 2019. The SWLCCG is the lead agency working with the Local Authority.
- The Child Protection System (CPIS) – phase 2 is continuing to be rolled out across primary care.
- The Female Genital Mutilation reporting systems (FGM-IS) has been fully implemented in St George's University Hospital Foundation Trust.

For full details please see [SW London CCG Annual Report 2019/20](#)

Wandsworth Special Educational Needs and Disability (SEND)

10.2 Wandsworth received its local area SEND inspection in November 2019 which found several strengths and two areas of significant weakness for the local area. Senior Officers across the LA and the SWLCCG as Local Area Partners accepted the findings of the inspection in full and immediately set out to address the areas for development.

10.3 The SEND Written statement of Action (WSOA) was signed off 3rd July 2020 and the actions and improvements are scrutinised by the WSCP and the SEND Strategic Partnership Board.

10.4 Improvements have included:

- The Quality Assurance (QA) Framework has underpinned the QA activities since November 2019.
- Joint oversight is now more robust following a refresh of the strategic governance of SEND and the establishments of a SEND Strategic Partnership Board that is jointly chaired by the LA and the SWLCCG. Parents, carers and representatives from schools and social care are key members.
- The positive relationship with schools is demonstrated through the funding identified from the High Needs Block to support improvements required in Special Needs Assessment Service (SNAS).

Local Authority

10.5 Wandsworth Children's Services has set about restructuring services in Children's Social Care and Early Help to streamline processes to make transitions for children and families easier and improve the flow of information between front line and senior leaders to strengthen and improve decision making.

10.6 During the COVID-19 pandemic Children's Services continued to discharge safeguarding duties and responsibilities without the need to collapse services and make use of interim relaxation rules related to children's social care.

10.7 The Local Authority has been timely, responsive, and innovative to ensure:

- Digital poverty was reduced by forming a partnership with Battersea Power Station and the 'Power to Connect' project distributing over 1000 laptops and 500 Wi-Fi dongles
- Our most vulnerable children were engaged in activities and learning through our 'Summer Unlocked' programme
- Equalities, diversity, and inclusion (EDI) remains a priority, measured against a bespoke Action Plan
- Our practice meets the changing needs of our children, delivered through the implementation of the Family Safeguarding Model, strengths-based approach from October 2021.
- Joint working with education is strengthened by launching a new pilot placing social workers directly in schools to improve outcomes.

Central London Community Health Care

10.8 In 2019/20 CLCH staff received a total of 289 referrals ranging from seeking to better support children and families to prevent harm (15 Early Help referrals made) or where staff believe the threshold for statutory intervention had been met (274 referrals made).

10.9 CLCH have, as a partner, ensured that:

- They comply with their legal duty under the Children Act by having in place Named Nurses for Safeguarding Children in all boroughs.
- Provide health visiting service for children between 0-19
- Appropriate, designated colleagues attend statutory meetings including strategy and/or case conference meetings is monitored and has been more than 95% throughout the year
- Commitment to leaving and development by holding a safeguarding conference in October 2019, focusing on context and partnership in safeguarding adults and children

For full details please see [CLCH Annual Report 2019/20](#)

Police

10.10 SW BCU is continuing with business as usual across all strands as it has done throughout the Pandemic.

- Officers and staff on the SW BCU remain committed to identifying and safeguarding children at risk of harm.
- Concerns around children are being appropriately submitted via Merlin's into the MASH.
- Weekly strategic meetings that initially covered Wandsworth expanded to cover the whole of the South West Borough Command Unit (BCU).

Engagement with schools

10.11 Education, our schools and teachers have been pillars of support and safety for our children and communities. All schools (apart from 3 special schools) remained open throughout the pandemic for pupils of critical workers and vulnerable children. Social workers encouraged children and young people they work with to attend school and following the Easter holidays on the 4th June Wandsworth schools had 10.9% of total school population against 6.9% nationally.

10.12 The Virtual School is overseen by an effective school board chaired by a local councillor. As of November 2019, there were 178 pupils from Reception to Year 11. Out of this cohort 91% attended Good or Outstanding schools. Attendance for pupils is 90%, there have been no permanent exclusions in the past 4 years, and fixed-term exclusion rates have reduced from 12% to 5.3%.

- 10.13 There has been an increase in the number of care leavers progressing onto University from 28 to 36 in 2019. Approximately 58% of care leavers are in education, employment, or training.
- 10.14 Throughout lockdown our education colleagues have:
- Been innovative and solution focused
 - Continued to provide virtual education support to Children Looked After through the Virtual School
 - Provided online learning using a variety of websites and portals and posting resources and materials to families who did not have internet access
 - Supported schools through our experienced link inspectors to identify how best to engage with their vulnerable pupils and their families not in school
 - Worked with link inspectors to help put in place individual and specific arrangements to achieve a return to school that also maintains a safe environment for all.
- 10.15 The Education Welfare Service (EWS) has been contacting those families where there is a history of poor attendance to ensure they are clear on the message that attendance is mandatory. The EWS surveyed a small number of parents known to the service and most responded positively with (89%) saying they intended to send their children back to school in September 2020. A national campaign to reassure parents of the safety in returning their children to school (#backtoschoolsafely) was launched in mid-August and this will be supported by local communication.
- 10.16 The EWS has experienced higher than normal enquiries in elective home education, with receipt of expression of interest from 53 families, totaling 73 children. This is a significant increase on last year's figure at the same point of 20 families and is thought to be a result of an increased interest in home education because of COVID-19 lockdown. Concerns have been raised around the invisibility of children who continue to be home educated. The service is putting measures to deal with the additional demand, including clear messaging and front-line support in schools.
- 10.17 At the time of writing this report schools are preparing for children to return to full time education acknowledging that children will have had very different experiences of home learning, and there is an understandable concern that gaps in achievement for disadvantaged pupils will widen as a result. To support schools with thinking about how to get pupil achievement back on track, a document has been produced for Wandsworth schools by link inspectors and other council officers, with the support of our headteachers and an Ofsted HMI deployed to the council.
- 10.18 The unique nature of the document, in that it was written specifically about how children were affected by the first lockdown, meant that it was a valuable tool for headteachers to use when planning their curriculum to take into account catching up on missed learning. Headteachers commented positively on the document, and link advisors were able to use this in their conversations with schools.

CAMHS

- 10.19 The rapid establishment of the Mental Health Emergency Service (MHES) necessitated the closure of the two specialist CAMHS wards in response to COVID-19
- 10.20 Evidence of effective information sharing includes high rates of incident reports for child protection concerns, rates of MASH referrals and representation at multi-agency meetings. South West London St Georges (SWLSTG) are embedded in children's services departments and children's service workers honorary contracts with the Trust across SW London.

- 10.21 The Named Nurse Log noted a disproportionate number of safeguarding referrals to Wandsworth across the five local boroughs that the Trust serves. This may be because Wandsworth, as one of the five SWLCCG boroughs, has the highest population and evidences the issues associated with a dense urban population including higher levels of deprivation.
- 10.22 The Trust continues to work toward the full embedding of 'Think Family' across services, so that children who live with and care for adults with significant mental health problems get the support and help they need. The MASH pathway was reviewed in January 2020 to ensure improvements in information sharing.
- 10.23 The Wandsworth LADO received 68% of referrals which is probably because most staff are based in Wandsworth.
- 10.24 This included Child and Adolescent Mental Health Services (CAMHS) providing support for young people both over the phone and email, even if they were not already connected to CAMHS services. Schools/parents/carers were also signposted directly or through THRIVE Wandsworth website to local and national services to support emotional health and wellbeing of children and young people.

For full details please see [SW London & St Georges Mental Health Trust Annual Report 2019/20](#)

11. Performance Monitoring and Quality Assurance

- 11.1 The Partnership now has the framework of a data set based on the key priorities. The development is being tracked and scrutinised by the Monitoring, Quality and Performance sub-committee. Work is ongoing to collate the correct dataset to ensure that performance data is meaningful across the partnership.
- 11.2 In addition, the partnerships COVID-19 meetings ensured that they captured live data and qualitative information to understand what the needs of children were. Data was used to identify number of vulnerable children who needed laptops, vulnerable children who were not attending school and were not having any contact with professionals so that a coordinated multi-agency response was enacted.

Section 11 self-assessment audit

- 11.3 The annual Section 11 Audit is the main tool to examine the safeguarding arrangements within a broad range of organisations and provides the WSCP with assurance that agencies are doing what they can to ensure the safety and welfare of children and young people.
- 11.4 Due to the WSCP transitioning and recruitment of a new business team the annual S.11 Audit for 2019/20 was not completed. However, a much smaller audit was agreed amongst the backdrop of COVID-19 to reassure partners of safeguarding arrangements between May and July 2020. The focus was getting feedback from safeguarding leads to assure the partnership that the safety and welfare of children and young people was not adversely affected. The initial findings were submitted to the Monitoring, Quality and Performance sub-committee and the full report will be available later in the year.
- 11.5 Overall response, Total Returns: 169
- 100% of schools and over 70% of other organisations had updated their CP procedures in line with COVID-19

- Factors that greatly concerned practitioners who had less face to face contact with families were; non engagement; passive parents; not letting staff see/speak to children
- 87% of others felt that working online had increased their concerns in identifying safeguarding risk
- On average 87% of schools and early years felt that they had been in touch with invisible children
- 100% of schools and 93% of early years felt that their organisations had managed COVID-19 well
- Nearly 90% of schools and early years and 60% of others noticed action being taken by their organisations regarding staff wellbeing
- The greatest area of support to families was emotional followed by giving of food and IT equipment
- Over 60% of schools and early years felt that communication across professionals was good
- 76% and 62% of schools and early years have been updated re domestic abuse.

11.6 The audit had challenges and limitations however, the information received from those that took part gave reassurance that safeguarding was still being prioritised across the partnership. Policies and procedures were updated to support staff. Supporting children and families and ensuring wellbeing was paramount when lockdown commenced in March 2020. Over two thirds of respondents felt that communication between professionals was good.

Multi-Agency Audits

11.7 The following multi-agency audits have taken place over the reporting period:

- Neglect audit on BAME teenagers June 2020– the audit looked at six young people: three subject of CP plans and three subjects of CiN plans and was balanced by gender. The findings from the report has been shared across the partnership and an action plan is being progressed.
- Initial Health Assessment Transparency Review - deep dive exercise followed the receipt of the transparency report form St George’s University Hospital Trust (SGUHT) in June 2019. The following documents were included in the deep dive in relation to each child/young person: Case notes, Notifications, LAC reviews, Episodes, Agency decision-maker decisions (records are on file).

12. Statutory Reporting

LADO – (Local Authority Designated Officer) - Allegations against professionals

- 12.1 All agencies are required to have a procedure in place for managing and reporting allegations which is consistent with statutory guidance Working Together to Safeguard Children 2018, London Child Protection Procedures 2017, and Keeping Children Safe in Education 2018.
- 12.2 The LADO service was audited by the Corporate Audit Team and found that LADO referrals are responded to within 24 hours of being received. In most cases the LADO process concluded within one calendar month. In exceptional circumstances the LADO process can go on for several years where there is a criminal investigation.
- 12.3 A peer audit took place with a neighbouring authority in August 2019 and feedback included:

- Evidence that the LADO has a well-established position in the organisation, achieved through good partnership working, notably between the police and MASH
- The LADO has a clear and well-defined system as to how referrals are being processed and in data capturing.
- The LADO has a solid strategic approach by forming links with relevant sections and settings within the borough.

Referrals

- 12.4 The LADO service received and processed 555 contacts from 1 April 2019 to March 2020 an increase of 59 from the previous reporting year, however as with previous reporting years most referrals (90%) did not meet threshold.
- 12.5 Main referral sources were from education (29%); Social Care (23%); Health (11%); Ofsted (10%) Other (10%); Early Years (10%); Police (6%). The pattern of referrals in relation to professionals remain the same with the highest proportion being against education professionals.
- 12.6 The nature of allegations remains the same with highest single category being 'other' which constitutes areas such as concerns about professional conduct, failure to follow protocol, accidents or bullying and complaints about organisations or individuals.

The Challenges and priorities for 2020/21

- 12.7 The LADO service has continued to see improvements and increases in referrals and the following will further enhance the service:
- Training for Social Workers about the LADO process and when to make a referral
 - External auditor will do a dip sample audit of LADO cases, to provide oversight on the quality and consistency of the LADO service
 - Continuing efforts to strengthen links with faith groups in Wandsworth

Private Fostering

- 12.8 Private fostering is an arrangement between a parent, legal guardian, and another adult (not an immediate relative) to care for their child for a period of 28 days or more outside of their home if the child is under 16 years old or under the age of 18 years and has a disability.
- 12.9 The number of notifications to the local authority has declined since June 2019. Up to February 2019 there were five cases and for the end of June 2020 this number has fallen to two. This number is lower than would be expected in a diverse borough the size of Wandsworth. Reasoning for this could be the lack of awareness and
- 12.10 A new manager has been in post since July 2019 to ensure that families are aware of arrangements of private fostering to ensure the best possible arrangements are in place for the child, and the family can access appropriate support from partners.

Challenges and future priorities

- 12.11 Due to COVID-19 pandemic, awareness work will no longer be face to face and staff will adapt to new ways of working, including:
- Private Fostering Social Worker to have closer relationship internal colleague's specialist workers
 - Improved governance of the Private Fostering Service

- Holding accurate data to improve tracking systems
- By end of 2021 to develop a multi-steering group /panel to guide and advise professionals

Child Protection

- 12.12 Between April 2019 and March 2020 Child Protection Plans (CPP) were initiated at a rate of 49 per 10000 population. This is slightly, but not significantly, less than in previous years. A comparison for 2018/19 with national, regional, and statistical neighbour's data shows that Wandsworth was roughly in line with other areas but higher than statistical neighbours.
- 12.13 At the end of March 2020, 73% of children who had an Initial Child Protection Conference (ICPC) were made subject of a Child Protection Plan. The remaining 27% (110) children did not result in a CP plan, the reasons for this are variable.
- 12.14 The number of older male's subject of child protection plans has increased which can possibly be explained by increased understanding of child criminal and sexual exploitation. White and Black or Black British children make up over 60% of CP plans. However, Black /Black British children are overrepresented as per the size of the Wandsworth population. Work is being done through the partnership to look at disproportionate representation.
- 12.15 The number of child conferences fell from 1639 to 1034, and the number of conferences seemed to have plateaued in comparison to the previous year. One possible explanation could be the link to Initial Child Protection threshold consultation.
- 12.16 There was an improvement of Initial Child Protection Conferences held within 15 working days of the strategy discussion/meeting from 77% to 84% which is higher than the London average. There was an improvement of conferences held within timescale in comparison with the previous year. 2019/20 saw a significant improvement of over 50% of review conferences being held within timescale.
- 12.17 Emotional abuse continues to be the highest category for children being subject of a child protection plan.

Priorities for 2020/21

- 12.18 A focus remains on supporting CP chairs to review both the length and quality of plans. CP chairs will offer further support, challenge and scrutiny with frontline workers which will include the completion and sharing of conference reports. Contextual risk is evolving, and the team will undertake further work to understand the impact on safeguarding. The voice of the child is key, and the team will be looking at the increased use of the advocacy service for children.

Children Looked After

- 12.19 The statutory duties of the Independent Reviewing Officer (IRO) are as set out in the Children Act 1989. The primary role of the IRO is to ensure that the local authority is meeting its statutory requirements in relation to each child who is looked after in line with the Care Planning, Placement and Case Review Regulations (2011), the IRO Handbook (2010) and related guidance. Despite staff changes between 2019 and 2020 the service has continued to provide a high level of support for our children.

- 12.20 The number of children looked after by Wandsworth has decreased from 309 to 281 which is slightly lower than the national and statistical neighbour average. Wandsworth remains committed to ensuring that children can return home to their parents or move into independent living. This commitment is seen in our Edge of Care team whose work has reduced our number of children looked after. Oversight by the Care Panel is thought to also be a contributing factor.
- 12.21 As with previous years there has been more males (60%) than females (40%), with more children in the 10-17 years age bracket. A higher number of older adolescents correlates with a higher number of older children subject of CP plans and a disproportionate number of children from ethnic communities are looked after.
- 12.22 The numbers of children subject to Court Orders has risen from 66% to over 70%.
- 12.23 A high percentage of children participate before and during their care planning review meetings, rates were over 90% for each month in the year, with an average participation rate of 95%. Overall, 1033 children participated out of 1090 reviews held. Young people have chosen to communicate in other ways, such as taking part in online feedback and telephone discussions about their care plan and for some young people by completing their 'What you are sayin' consultation documents. More children are chairing or co-chairing their reviews.
- 12.24 68% continue to be placed in foster care with an evenly divided proportion living with Wandsworth's own in-house foster carers (49%), compared with 51% with independent agency or connected carers. This is a significant improvement of the proportion from last year (58%) and is a positive reflection on Service Improvement plans to recruit more local foster carers, particularly carers willing to foster older, teenage children.
- 12.25 Over the year there has been further improvement in the number of looked after children who have experienced three or more moves, with evident benefits to their well-being as a result. At the beginning of the year 48 children (15%) had moved home three times or more in the previous 12 months but by the end of the year this number had reduced to just 30 (11%).
- 12.26 Overall, the picture concerning timeliness of statutory reviews is very good. From a total of 1171 reviews held during the year ,1138 of these met the statutory timeframe described above (97%), with only 33 deemed to be late.
- 12.27 Standard operating procedures (SOP) for Initial and Review health assessments (IHA/RHA) and the medical adviser aspects of the service were agreed in May 2019, ensuring timeliness of service delivery and joint working across health and social care. At the end of March 2019, the performance was demonstrating an improved picture. During the COVID-19 lockdown closing work of partners including the designated nurse for looked after children ensured that initial and health reviews continued.

Priorities for 2020/21

- 12.28 The CLA reviews will be redesigned and co-produced with children to ensure they are child focused including the feedback mechanisms from children, parents, and carers. The Dispute Resolution Alert process will be revised to increase IRO challenge on behalf of children including challenge in relation to permanence planning.

13. Child Safeguarding Practice Reviews

- 13.1 The Partnership arrangements introduced in 2019 replaced Serious Case Reviews (SCR's) with a new process called Child Safeguarding Practice Review (CSPR). There are many similarities between the old and the new form of review, including the Partnership's responsibility to publish the findings of a review nationally and through the partnership's website. The findings are made available for 12 months on the website.
- 13.2 The Safeguarding and Continuous Learning Sub-Committee (SCL) leads on multi-agency audits, reviewing learning from single agency safeguarding audits and considers whether a case meets the threshold for a national or Local Safeguarding Child Practice Review (CSPR). It also reviews learning from other CSPR's. It arranges Rapid Reviews in line with Working Together Guidance (2018) and other extraordinary meetings where there are safeguarding concerns.
- 13.3 Previously mentioned changes to the WCSP and the COVID-19 pandemic have impacted the progression of outstanding Serious Case Reviews (SCR) and they should be published by the first quarter of 2021.
- 13.4 One outstanding SCR Child A was concluded and published nationally and locally in February 2020 to support wider learning.

Background	Findings	Lessons
<p>Child A - In March 2018 Child A was admitted to the Paediatric Intensive Care Unit requiring interventions to stabilise his acute medical condition and to rebuild his weight. A chest x-ray revealed a healing fracture of a rib. Neither parent had an explanation for this injury.</p>	<ol style="list-style-type: none"> 1 Use of professional curiosity to inform decision making 2 Vulnerability of parents and ability to care for child 3 Impact of neuro-development disorders (neurodiversity) on parenting capacity 4 Staffing pressures and impact on decision making 5 Need for wider checks of other household members 	<ol style="list-style-type: none"> 1 When and how to confidentially explore parental background, indicators of vulnerability and adverse childhood experience 2 How training in neuro-diversity would assist practitioners 3 Review of staff workloads 4 How to improve practice with vulnerable parents and their children

The full report and 7 Minute Learning brief can be found on the website

- 13.5 As of August 2020, two new cases had just started.
- 13.6 The National Panel of Experts (NPE) have supported all decisions made and have given constructive feedback that has been used for learning.
- 13.7 Local CSPR's and learning reviews have highlighted the need to understand working with vulnerable babies, affluent families, and non-compliant families where there are issues suggesting chronic neglect or families with disguised compliance.

- 13.8 The current training offer shares learning from CSPR's and applies to the Wandsworth context. It is responsive to emerging national and local safeguarding issues which led to the delivery of two Learning from Experience (LFE) events which were attended by multi-agency partners. Key learning from these events have been disseminated into all the core training deliveries and specialist courses.
- 13.9 The Annual Conference in October 2020 will be looking at three CSPR's one that is published Child A, and two that are due to be published later this year.

14. Statutory Child Death Review Process

- 14.1 The statutory guidance in Working Together 2018 meant that the process for reviewing child deaths changed in September 2019. The Child Death Overview Panel (CDOP) moved from being an LSCB responsibility to the CCG and Local Authority. The SW London Child Death Overview panel (SWL CDOP) is an interagency forum for Child Death Reviews comprising the boroughs of Wandsworth, Sutton, Richmond, Merton, Kingston, and Croydon. It is chaired by the Director of Public Health in Croydon. For the whole region, there were 83 child deaths (notification) and 83 child death reviews. In Wandsworth the total deaths were 11.
- 14.2 Wandsworth's data

Borough	Expected	Unexpected
Wandsworth	8	3

- 14.3 There is a statutory duty that all child deaths, expected and unexpected, are independently and retrospectively reviewed to learn lessons and share findings for the prevention of child deaths.
- 14.4 During the reporting period 2019/20 there were 83 notifications of death and 83 child death reviews. As of 1st April 2020, there were 70 open cases remaining making a total of 153 cases recorded on the SW London Child Death Overview Panel database.
- 14.5 During the 2019/20 reporting year, inquests, and Serious Incident (SI) investigations delayed conclusion of reviews due to the time required to conduct these independent processes. Across south West London, the average time taken was 270 days.
- 14.6 Chronic illness, disability and life limiting conditions account for a large proportion of child deaths, which may be expected.
- 14.7 Neonatal/Perinatal deaths are the largest category. 7% of deaths were classified as Sudden Unexpected Death in Infancy/Childhood. 26% of deaths were unexpected Child Deaths.
- 14.8 Under the new arrangements 31 Rapid Response /Joint Agency Response meetings were held.
- 14.9 Two child deaths were the subject of CSPR's, both were in the category 1 (deliberately inflicted child death). Four child deaths were referred to the Learning Disabilities Mortality Review (LeDeR) for review.
- 14.10 51% of deaths were male and 49% female

For full details please see [SW London CDOP Annual Report 2019/20](#)

15. Challenges to Partners

- 15.1 The WSCP has continued to meet its statutory responsibilities whilst the new arrangements become embedded. The Partnership board and the sub-committees have been meeting regularly with good attendance. Identification of task and finish groups, training activities has happened promptly with very good contribution from all partners. The multi-agency partnership is commended for simultaneously responding to the evolving needs of frontline services due to the impact of COVID-19, whilst also supporting the overall work of the partnership.
- 15.2 There are arrangements that enable the partnership to scrutinise how effective they are in working together to safeguard children. The processes mentioned throughout the report are:
- An independent chair /scrutineer
 - Executive Committee
 - MQ&P and other sub-committees
 - S.11 audits
 - Single and Multi-agency audits
 - Multi-agency performance data
 - Inspectorate/regulatory feedback
 - Child Safeguarding Practice Reviews
 - Child Deaths
 - Complaints
 - The independent chair scrutiny

16. Training and Workforce Development Sub-committee

Delivery of Multi-agency Training and Learning

- 16.1 The Wandsworth Children's Social Care Academy (WCSCA) is commissioned by the WSCP to deliver an annual multi-agency safeguarding training programme for the children and young people's workforce in Wandsworth.
- 16.2 The multi-agency safeguarding training is a blended programme that has been delivered through a combination of classroom-based training courses, since March 2020, which due to the COVID-19 pandemic have been mainly virtual classes. This is in addition to e-learning course, conferences, and workshops.

Number of events offered, delivered, and cancelled

- 16.3 Table 1: Comparison of events 18/19 and 19/20

	2018/19	2018/19	% change
Total no. of events offered	232	225	-3.02%
Total no. of events delivered	203	169	-16.75%
Total no. of events cancelled	29	56	93.10%

- 16.4 The annual conference is planned for October 2020

Attendance at training

16.5 Table 2: Comparison of attendance by employment background, 18/19 and 19/20

Employment areas	Attendances 2018/19	2019/20
Out of borough	48	65
Schools in Wandsworth	2,334	2,255
Council	1,588	990
Emergency services & justice organisations	85	8
Health service / organisation	146	117
Private or Independent service	1,172	559
Voluntary & Community	559	537
TOTAL	5,932	4,531

16.6 Table 3: Completed E- Learning

Employment areas	Completions 2018/19	2019/20
Outside of Richmond & Wandsworth	21	47
Schools in Wandsworth	733	524
Council	453	386
Wandsworth emergency services & justice organisations	61	6
Health service / organisation	16	10
Private or independent service / organisation	1040	508
Voluntary or community service / organisation	330	399
TOTAL	2,645	1,880

- 16.7 In 2019/20 there has been an overall decrease in attendance from all agencies, to 4,531 attendances compared to 5,932 the previous year. With the slight increase in attendance from Out of Borough providers during 2019/20, Wandsworth Children Social Care Academy (WCSCA) has continued to achieve its target of increasing its contribution to voluntary and community organisations (10.9%).
- 16.8 During 2019/20 there was a major change in training platform used by the council and an overall decrease from 2,654 E-learning courses completed in 2018/19 to 1,880 2019/20.
- 16.9 Safeguarding training delivered to schools and Designated Safeguarding Leads (DSLs) has increased from 44 deliveries in 2018/19 to 54 in 2019/20. Schools have continued to value the targeted deliveries to DSL's enabling them to keep up to date with legislation, new guidance, and specific responsibilities of the DSL role.

- 16.10 The monitoring and evaluation of the impact of training is essential to ensuring that the multi-agency safeguarding training offer is of good quality. The use of participant feedback information pre, post and 3 months post evaluations enable trainers to see if there has been an impact on practice.
- Three months following a participant's attendance at training 35% reported that they had been 'helped extremely' by the training they had received. This number has increased from 2018/19 of 33%.
 - We made a concerted effort to increase the number of participants who felt confident to share their knowledge with colleagues following training. We are pleased to say this has increased to 29% in 2019/20 from 7% in 2018/19.
 - In terms of the quality of the training facilitators over 90% of staff felt the trainer's skills were 'good or excellent', that the course met the aims and most importantly that they would recommend the course to their colleagues.
- 16.11 Managers were asked 3 months post training whether the course had helped their staff and if the training was discussed in supervision, was another targeted area for improvement. Managers felt their staff were 'extremely helped' by the training offer increased from 25% to 39% and supervision discussion was increased from 78% to 82%.

Developments for 2020-21:

- 16.12 Quality assurance – observation of training delivery to ensure high quality is maintained
- 16.13 Increase and maintain take up of training offered to the voluntary and community sectors ensuring learning under the WSCP key priority areas for 20/21
- 16.14 To ensure partner agency specific scenarios and case studies are included within the multi-agency training delivery to increase relevance and agency attendance
- 16.15 Continue to engage specialist workers within the workforce in the development and delivery of multi-agency safeguarding training through promotion of CPD opportunities and staff nominations.
- 16.16 To review the outcome of the Ofsted inspection and incorporate the recommendations within the training offer e.g. Diversity difference and culture
- 16.17 Use local S11 audit data to inform delivery of relevant training content ensuring learning from audits is used to improve practice and evaluate impact.
- 16.18 Deliver LFE events and an Annual conference
- 16.19 To continue to develop opportunities to involve service users/voices in the planning and delivery of multi-agency safeguarding training
- 16.20 WCSCA is exploring the provision of a limited pilot of bite size learning and bespoke practice development to service areas (3-4 events). e.g. Harmful sexual behaviour sessions at St George's and Adolescent Exploitation.

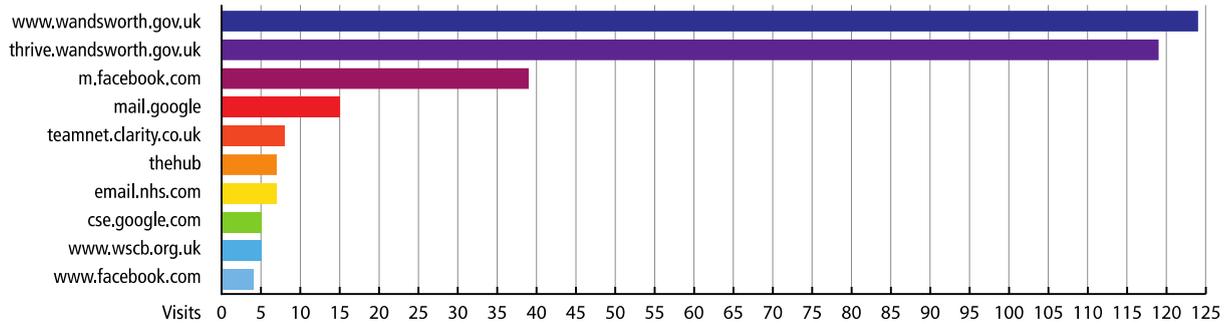
17. Communication and Publicity

- 17.1 The WSCP agreed that it was important to involve children in the rebranding of the partnership. Children from Franciscan Primary selected the new WSCP logo because they liked the security of the hands.
- 17.2 Publicising the work of the partnership is a key aspect of safeguarding children in Wandsworth and a key area of work for 2020/21 will be developing how we communicate across the partnership and beyond.

LSCB Website and Social Media

- 17.3 The WSCP website was updated and re-launched on 11th February 2020 to reflect the changing needs from the LSCB to the WSCP. There is still a need for further development, and this will be progressed into 2021. Usage and data had not been available previously and therefore, it cannot be benchmarked from previous years. The data of usage will help the partnership in understanding who are the websites main users and better understand their needs. Data: February – August 2020 as follows:

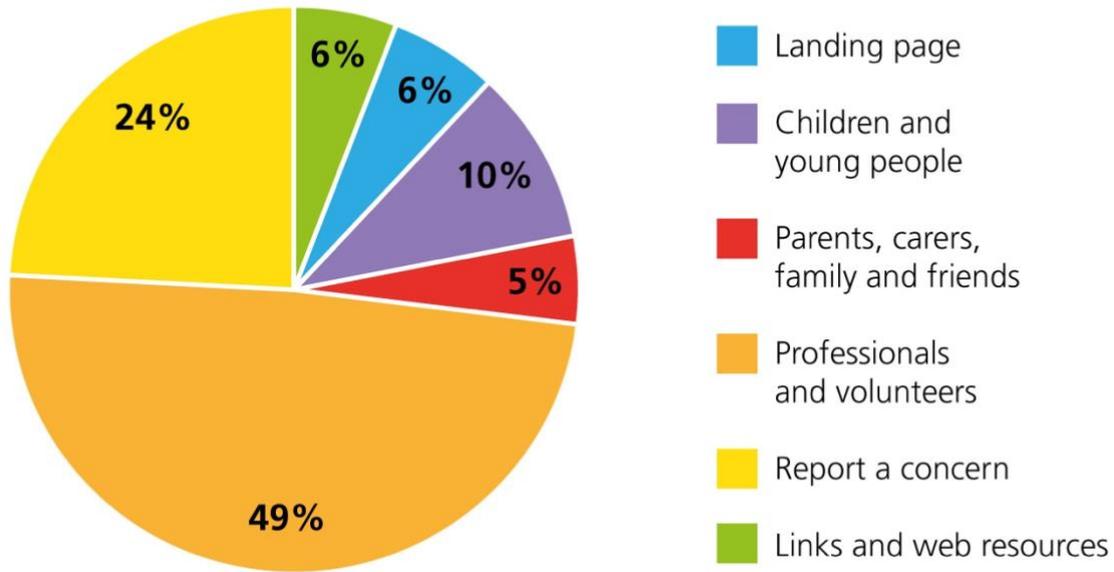
Visits from top 10 external referring domains February - August 2020



17.4 Use by agency

Find Help page views

February - August 2020



Use of Social Media

17.5 Twitter and Instagram were previously used to communicate key WSCP messages. There has been a lack of social media presence in 2019/20 but plans are in place to use these vehicles of communication more in 2020/21 as it is a recognised way in which our children and families access information.

Newsletter

17.6 The WSCP newsletter has been reviewed and refreshed in 2020 and quarterly publications have commenced.

18. Financial Arrangements

18.1 Despite challenges faced across partner agencies there has been full commitment to continue funding the partnership. The majority of the WSCP budget continues to be derived from Wandsworth local authority. (Annex B gives the breakdown of contributions 2019/20 and 2020/21.)

18.2 Partners also contribute in other ways by attending meetings, releasing staff to sit on subgroups, sharing information, responding to local and national consultations, support training activity.

19. Challenges for 2020/21

- 19.1 The embedding of new partnership arrangements and changes to the independent chair and the business team have impacted some areas of continuity and affected planned developments and progress of activities. Despite this, the partnership has ensured that safeguarding and protecting children remained at its' core. The report covers a longer period to ensure the partnership has a solid base to build on.
- 19.2 We are expecting that the impact of COVID-19 and Black Life Matters will continue and permeate all aspects of the priorities for 2021. As these are changing situations the partnerships plans will be regularly reviewed to respond to these and new emerging themes.

20. What's next for 2021 and beyond

1. To build on listening to the voices of children and families by actively including them in activities and receiving feedback	2. Finding new ways to involve the community and third sector organisations
3. Continue to proactively respond to COVID-19 challenges and implement new ways of practice from the experience	4. Build on closer working relationships with other Boards
5. Embed the NSPCC GCP2 Neglect tool across the partnership	6. Continue to look at and act on disproportionality across service users and the workforce
7. Improve communication across the partnership	8. Have the partnership data set fully embedded

21. Acronyms

WSCP – Wandsworth Safeguarding Children Partnership	WSOG – Wandsworth Safeguarding Operational Group
LA – Local Authority	CCG – Clinical Commissioning Group
BCU – Borough Command Unit	HWBB – Health and Wellbeing Board
SAB – Safeguarding Adults Board	SCL – Safeguarding and Continuous Learning
MQ&P – Monitoring Quality and Performance	SEND – Special Educational Needs and Disability
CDOP – Child Death Overview Panel	SCR – Serious Case Review
CSPR – Child Safeguarding Practice Review	SUDI – Sudden Unexpected Death in Infants
MARAC - Multi Agency Risk Assessment Conference	FGM – Female Genital Mutilation
CLCH - Central London Community Healthcare	LADO – Local Authority Designated Officer
YOT – Youth Offending Team	T&F – Task & Finish
LfE – Learning from Experience	MARVE – Multi-agency Risk, Vulnerability, and Exploitation
VAG – Vulnerable Adolescents Group	CAIT – Child Abuse Investigation Team
MARF – Multi-agency Referral Form	MASH – Multi-agency Safeguarding Hub
DIB – Daily Intelligence Briefings	MHES – Mental Health Emergency Service
DA – Domestic Abuse	VAWG – Violence Against Women and Girls
CSC – Children Social Care	ART – Adolescent Risk Team
PRU – Pupil Referral Unit	SWLStG - South West London and St George’s Mental Health Trust
SNAS – Special Needs Assessment Service	EDI – Equalities, Diversity, and Inclusion
DSL – Designated Safeguarding Lead	CAMHS – Child and Adolescent Mental Health Service
CP – Child Protection	ciN – Child in Need
LAC / CLA – Looked After Children / Children Looked After	CPP – Child Protection Plan
IRO – Independent Reviewing Officer	LSCB – Local Safeguarding Children Board
SCPS – Schools Community Psychology Service	

Annex A WSCP Key Priorities

On the 12th June 2020 the WSCP Executive held a key priorities workshop and identified seven key priorities for 2020 /21. Each of the priorities are interlinked and the key driver that binds everything together is improving the lived experience and listening to the voice of the children in Wandsworth.

The 13.11.20 executive further amended the priority areas to include under-fives following the request submitted by the SCL sub-committee. At that meeting the priorities were reviewed and the following are the final key priorities:

Priority Area	Executive Champion
Contextual Risk	Ana Popovici & Owain Richards
Vulnerable Adolescent	Andre Bailey
Mental Health	Julie Hesketh
Domestic Abuse	Owain Richards
SEND	Julie Hesketh & Ana Popovici
Anti-racist / Anti discriminatory practice	Patricia Andre Bailey
Under Fives	Ruth Hudson

Ways to deliver the priorities

- Voice of Child – Listening to Children and Young People is at the heart of all actions
- Working together with partners using innovative ways of working
- Maximising the resource that are available within the partnership
- Community involvement – mobilisation
- Early identification - of those who would we do not see (particular focus on the under 5's and those not attending school)
- Having a partnership data set to understand need and ensuring timely response
- Confident, competent, motivated staff

Ways to understand impact / outcomes

- Feedback from service users
- Strong governance
- Targeted Data (qualitative /quantitative)
- External scrutiny
- Audits
- Analysis of complaints

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
Contextual Risk	Ensure joined up working across the partnership to identify geographical areas in the community where young people are likely to be at risk and have robust aligned strategies to minimise risk	1. Engage and communicate with the community including local businesses, wider voluntary sector and other public services in setting and reinforcing measures to keep young people safe within the wider community and within premises they frequent	1. Impact of identifying locations that are "hotspots" that young people frequent to monitor and target. 2. Impact of Roll out of 'operation make safe ' on an annual basis.	VAG T&WD Front Door	
		2. Work to engage adolescents, families and communities to understand their perceptions, understanding of the issues and to gather relevant intelligence. Families and adolescents are part of the solution.	2. Evidence that adolescent's knowledge, confidence and self-esteem to keep themselves safe in their homes, schools, colleges , communities, online and at work.		
		3. Police ART team and Safer Schools officers to identify emerging persons and locations of risk to ensure early intervention through partnership working	3. Impact of identifying emerging persons and locations		
		4. Contextualised risk and trauma informed approach is embedded in key agencies that work with adolescent	4. Evidence through a range of mechanisms that staff understand and are using the training to improve outcomes		
		5. Collate the voice of young people to evidence the implementation and embedding of contextualised risk as well as using this feedback to further influence practice	5. Impact that feedback has influenced practice		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
<p>Vulnerable Adolescent</p>	<p>Ensure services provide appropriate help and interventions, consistent application of thresholds to offer help at the right level of need to reduce risk leading to better outcomes.</p>	<p>1.Enhance coordination among partners so that multiple needs of vulnerable adolescents can be met in a holistic way</p>	<p>1.Evidence that we understand the prevalence of exploitation in the borough and have adequate and appropriate resources to respond effectively</p>	<p>VAG T&WD Front Door</p>	
		<p>2.Review services across the partnership to strengthen and broaden the remit of services for adolescents</p>	<p>2. Measuring impact having a profile of children that are most at risk of exploitation and the services that they have access to/are engaging</p>		
		<p>3. Identify cohorts of adolescents who don't meet thresholds for current interventions under Social Care statutory services or youth justice systems and develop a targeted prevention response that reduces vulnerability to abuse, exploitation and crime</p>	<p>3. Impact of targeted prevention response through education sessions delivered across school and youth settings</p>		
		<p>4. Review and develop training offer to multi-agency workforce in relation to vulnerable adolescents and exploitation. This should be trauma informed in approach and include contextual safeguarding.</p>	<p>Evidence through a range of mechanisms that staff understand and are using the training to improve outcomes for vulnerable young people</p>		
		<p>5. Work to increase efforts to identify those children/adolescents at risk of school exclusion at a much earlier stage and support them to remain in mainstream education</p>	<p>Impact the work in identifying young people and measuring outcomes</p>		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
Mental Health	Ensure that the issue of mental health is given prominence in all aspects of intervention, especially where there are covert concerns about young people and adult behaviours and circumstances	1. Review existing planning and commissioning strategies to ensure they are informed of local profile and proactively target specific needs	1. Impact having a coordinated approach across Wandsworth around mental health	CAMHS - All sub-committees	
		2. Develop a local system for gathering the views of children and young people and their experiences to improve local safeguarding policies and procedures for all agencies.	2. Evidence that identification and provision of universal and targeted services to support children and young people lead to improved outcomes		
		3. Develop a multi-agency approach to sharing learning and good practice from local and national CSPRs	3. Impact the learning has on delivering services to young people and children on improving their mental wellbeing 2. Evidence through a range of mechanisms that staff understand and are using the training to improve outcomes for vulnerable children and young people		
		4. Embed mental health in the review of threshold guidance and the reframing of early help pathways and universal settings to ensure a clear and consistent pathway and sound application of threshold criteria around mental health by practitioners	4. Evidence in reduction in the number of children and young people requiring services at tier 3 and above		
		5. Develop a WSCP mental health strategic group to co-ordinate mental health activities across the partnership	5. Measuring the impact the strategy has in coordinating work across the partnership		
		6. Strengthen communication with adult services to highlight when CYP are living with adults with mental health / are young carers?	6. Evidence through a range of mechanisms that communication has been strengthened and measuring outcomes		
		7. Understanding the needs of children and young people and families due to impact of Covid-19.	7. Evidence of work undertaken to address the needs identified due to Covid -19 and the difference it has made		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
Domestic Abuse	Ensuring that the impact of domestic abuse on children and young people are understood and identified so that levels of need are understood and acted upon promptly.	1. Development of the VAWG strategic Group	1. Evidence of leadership in the management of domestic abuse across the partnership including the production of a multi-agency strategy	DAOG All sub-committees T&WD	
		2. Develop a local system for gathering the views of children and young people and their experience of living in families where there is domestic abuse	2. Impact the change in system has in gathering the views and evidencing outcomes		
		3. Ensure that staff can recognise and respond appropriately, including using the DASH as appropriate.	3. Evidence through a range of mechanisms that staff understand and are using the training to improve outcomes for vulnerable children and young people		
		4. Review existing planning and commissioning strategies to ensure they are informed by local DA profile and proactively target specific needs	4.Reduction in the number of children and young people on CP plans for Domestic Abuse 2. Evidence that specific needs are targeted		
		5. Review of MARAC decisions and whether they make any impact on children within the family	5. Evidence of improved outcomes for children		
		6. Young people and children and parents receiving early help and support dealing with the impact of domestic abuse	6. Impact of early intervention leading to better outcomes - link to no.4		
		7.Understanding the needs of children and young people and families due to impact of Covid-19.	7. Evidence of work undertaken to address the needs identified due to Covid		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
SEND	Ensure recommendations for improvement are met as set out in the Written Statement of Action following the 2019 SEND Local Area inspections	1. Urgently improve the planning and assessment arrangements for EHC plans to better meet children's and young people's needs and aspirations and meet statutory timescales	1. Children and young people receive a Plan within statutory timescales which accurately reflects their needs and aspirations, with the ambition to improve outcomes for Children and Young people with SEND co-production with CYP with SEND in developing plans and establishing outcomes	SEND Strategic Partnership Board WSCP Positive Parent Action	
		2. Evaluate the impact of the local area's work in embedding the reforms more comprehensively by establishing a consistently agreed and applied framework for doing so. Use the findings from this to share strong practice and rectify weaknesses	2. Publication of the SEND strategy detailing the new governance structure by the end of December 2020		
			3. There is a strategic plan and clear vision for SEND in Wandsworth which is understood by all, including families and partners. The plan will feed into quality delivery of services for children and young people with SEND		
			4. Co-production of the SEND Vision with Local Area partners including Positive Parents Action		
			5. Informed, knowledgeable, and skilled multi agency workforce		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
Anti-Racist /Discriminatory Practice	Through performance management areas of over representation and being disproportion of any service group is identified, understood and analysed leading to appropriate action and intervention.	1. Use performance data to identify disproportionality across services to take action to target specific communities	1.Evidence of action taken to redress disproportionality	All WSCP Sub-Committees	
		2. Engage and communicate with the community including local businesses, wider voluntary sector and understanding the needs of the community	2. Evidence of feedback from service users and the community to identify their needs		
		3.Through auditing and other activities identify how diversity is embedded in practice	3. Evidence of positive outcomes and impact on practice		
		4. Understanding the workforce and their needs	4. Evidence and impact of action taken to address and redress the disparity through a range of strategic and local interventions.		
		5.Ensuring that all training and commissioned activities reflect anti-racist and diversity in practice	5.Evidence that training is embedded in practice through assessments /reports / case discussions etc. and impact on practice		
		6. Looking at the impact Covid -19 has on the diverse communities in Wandsworth	7. Evidence that Wandsworth's has the data on the impact on different groups and services are targeted appropriately		

WSCP PRIORITIES ACTION PLAN 2021

Key Priority Area	Impact we aspire to achieve	Action	How will we know if we are making a difference	Lead	RAG
Under Fives	Ensure that under-fives issues are at seen as key in all aspects of the work of the partnership and is integrated in key strategies and guidance	1. Develop a multi-agency approach to sharing learning and good practice that includes the voice of under-fives by strengthening the way learning where under-fives is a factor from case reviews , child deaths and audits are disseminated to front line staff through a range of methods.	1. Impact and outcomes of a multi-agency approach	SCL T&WD Front Door SUDI T&F	
		2. Early years to analyse and identify issues for under-fives through data and profiling and bringing to the attention of the partnership	2. Evidence that practice incorporates the needs and views of under-fives and they are not invisible. Front Door to take the lead and to include health visiting, school nursing service and midwifery		
		3. Health leads to review policies against NHS guidance across provider health services regarding a range of indicators e.g. nonattendance at medical appointments, concealed pregnancies, and identify gap and update the partnership on progress	3. Outcome indicators to show what impact intervention is having to improve life chances for under-fives. Need to review action re assurance being sought when new policies are introduced		
		4. SUDI T&F group to lead on recommendations from the national panel review on SUDI	4. Evidence that recommendations have been acted upon and the impact it has made regarding babies' infants		
		5. Informed, knowledgeable, and skilled multi agency workforce	5. Evidence through a range of mechanisms that staff understand and are using the training to improve outcomes for vulnerable young people		
		6. Sharing of learning from CSPRs on risks to under-fives and seeing change in practice.	6. Evaluation and impact of learning on improving understanding and changes to practice		

Annex B WSCP Staffing and Budget 2019/20

The WSCP is supported by the following staff:

Business Manager

Senior Business Support Officer

Multi -agency Training Lead – located in Wandsworth Children Social Care Academy

Partner agency contributions. This income ensured that the overall costs of running the WSCP were met.

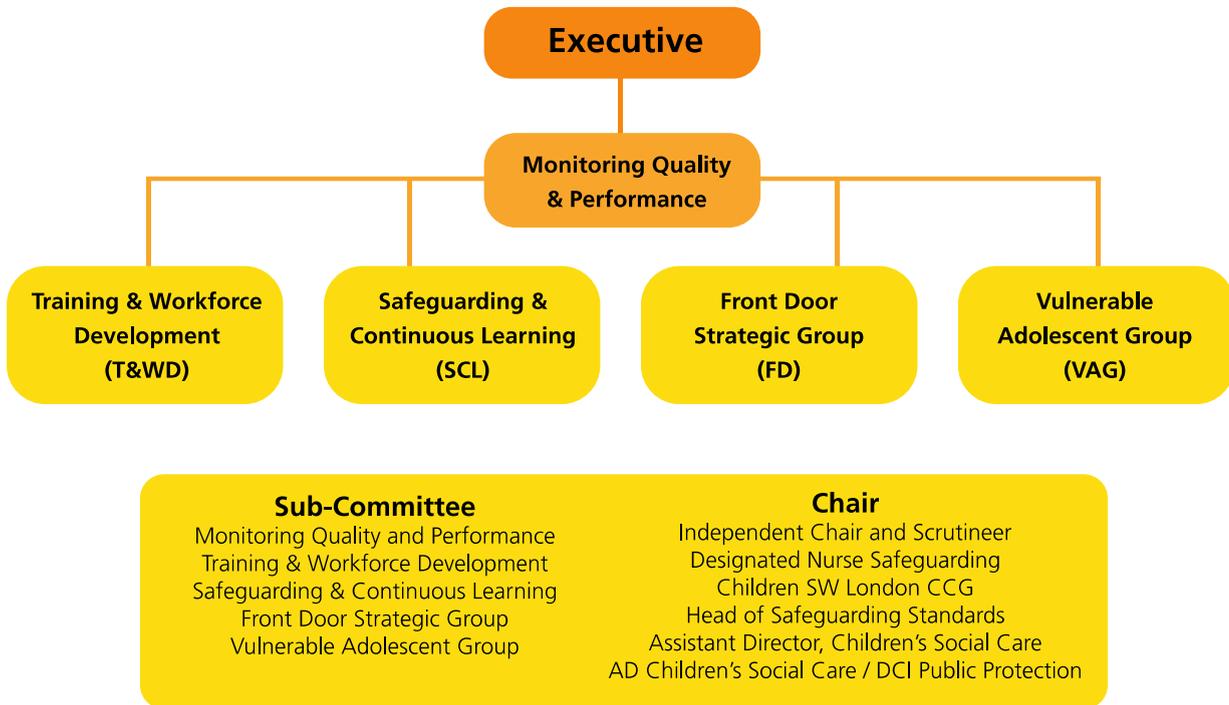
How the partnership was funded -2019/20 (financial year)

AGENCY	CONTRIBUTION
Wandsworth Borough Council	154,120.77
Wandsworth CCG	49,117.62
Education _Wandsworth Schools	35,000.00
MOPAC/ Metropolitan Police	5,000.00
Probation – Community Rehabilitation Company	1,000.00
National Probation Service	1,000.00
CAFCASS	550.00
London Fire Brigade	550.00
TOTAL INCOME	246,287.77

Actual Partnership contribution - 2020/21 (financial year)

AGENCY	CONTRIBUTION
Wandsworth Borough Council	154,120.77
Wandsworth CCG	49,117.62
MOPAC/ Metropolitan Police	5,000.00
Probation – Community Rehabilitation Company	1,000.00
National Probation Service	1,000.00
London Fire Brigade	550.00
TOTAL INCOME	210,788.39

Annex C Current Structure of the WSCP and Sub-committee



Key to the scrutiny and accountability of the Partnership will be the development of an effective monitoring, quality and performance framework with sharply defined accountability to the Executive which will be completed with the updating of the WSCP partnership arrangements towards the end of the year. This is led by the Independent Chair and Scrutineer and feeds directly into each Executive meeting and then to Monitoring, Quality & Performance (MQ&P) sub-committee which meets bi-monthly and alternates with the Executive meetings.

Meeting	Frequency	Activity
WSCP Executive Bimonthly Meetings	Met 7 times since 24 th May 2019	<p>SEND Action Plan endorsed by Executive, the plan is scrutinised and monitored by the executive with regards to progress and improvement</p> <p>New safeguarding partnership arrangements agreed which formed the basis of how the partnership would work</p> <p>Agreed 4 key priorities for 2019/20 as a basis to monitor safeguarding activities</p> <p>Ensured new CDOP arrangements in place which has ensured a smooth transition and to drive forward the work</p> <p>Oversight and sign off, of LCSPR for publication which has enabled learning to be shared nationally</p> <p>Introduced Voice of the Child / Good News stories to executive agenda and standing item for all sub-committee agendas and has made impact in bringing children live to all meetings</p> <p>Introduced Anti-racist / discriminatory practice to executive agenda and standing agenda item for all sub-committees has made an impact in that all services and work practices are scrutinised to identify disproportionality in service to target need.</p> <p>Introduction of performance partnership dashboard to gain better understanding of key priorities across the partnership and has started to identify joint needs across services.</p> <p>Strategic overview of Multi-Agency COVID-19 Silver planning Group offered scrutiny and support in a fast-changing environment to ensure that Wandsworth were able to respond to priority needs and forward plan.</p>
Monitoring, Quality & Performance (MQ&P) Bimonthly Meetings	Met 9 times since 17 th April 2020	<p>WSCP Training strategy presented which identified the work for the coming year</p> <p>Summary s.11 COVID-19 update to identify work in safeguarding and identifying need</p> <p>Vulnerable Adolescent Group agreed so that the partnership could look at the need of this group</p> <p>2019 FGM Audit review presented for scrutiny and identify key findings to develop key workstreams across the partnership</p> <p>Child Protection chairs report presented – enables the sharing of key activities across the partnership</p> <p>Website updated which offered easier navigation of finding information</p> <p>Creation of Partnership data set has enabled the pooling together of all key data to support planning and identifying key priorities.</p>

Meeting	Frequency	Activity
Safeguarding & Continuous Learning (SCIL) (Bimonthly Meetings)	Met 12 times since 24 th April 2020	<p>Update and sign off Threshold Guidance which enabled clarity across the partnership in understanding thresholds</p> <p>Undertook five rapid reviews since April 2019 which has enabled key learnings to be identified to upskill the workforce</p> <p>Management and oversight of CSPR's, learning review and Critical Learning Reviews to identify local and national learning</p> <p>Signed off 7-minute learnings</p> <p>Completion of the Multi-Agency Adolescent Neglect audit which identified key learning that has been shared across the partnership</p> <p>Implementation, monitoring and progression of Multi-Agency SCR/ CSPR Action Plans to improve practice and support learning</p> <p>Involvement in Learning events such as findings from CSPRs</p>
Training & Workforce Development (T&WD) (Quarterly Meetings)	Met 5 times since 3 rd . April 2020	<p>Delivered 169 training events/course with 4531 attendees across events (2019/20) hear from young people and their families accessing services across Early Help, Children in Need, Children on CP plans and Children in care to help inform and improve training</p> <p>2019 Training Strategy completed to help with planning the strategic priorities of the sub-committee</p> <p>New course developed and new approach to training delivery since March 2020 (COVID-19 lockdown 1) so that learning could be continued</p> <p>The Safety of Children Looked After Placed Out of Borough workshops – key learning objectives from the event integrated into the multi – agency training offer for 2019-20</p>
Vulnerable Adolescent Group (VAG) Bimonthly Meetings	Met 7 times since 24 th October 2019	<p>Development of Vulnerable Adolescent Exploitation Strategy to identify key priority areas</p> <p>Implementation of MARVE meetings, more linked up working with police and community safety has enabled close working in safeguarding vulnerable adolescents</p> <p>Updated Missing from Home and Care Protocol to update on most recent guidance and legislation</p> <p>Developed and continuing to progress a comprehensive VAG Strategic action plan</p> <p>Development of Daily Intelligence Briefing meetings between Police and the Front Door has enabled better information sharing</p> <p>Wandsworth is part of contextual safeguarding network to include school watch, Safe Havens/Spaces, Roads to identify safer spaces for young people and children</p> <p>Operation Harbinger went live June 20 in working with young people in custody</p>

Meeting	Frequency	Activity
Front Door (Quarterly Meetings)	Met 5 times since 16 th July 2019	<p>CAIT moved to the Front Door – improved working together and increased number of strategy discussions and meetings</p> <p>MARF guidance presented for sign off so that all staff were clear of the referral process to children social care</p> <p>Dip Sampling Merlin audit feedback</p> <p>Quarterly Front Door reports received gives an overview of key activities what is working well and areas for improvement</p> <p>Early Help becomes part of MASH processing team to better improve step up/step down process</p> <p>MASH / Early Help interface meetings developed to discuss and understand decision making</p> <p>Having monthly MASH multi-agency audits - Dip sampling audit undertaken in terms of appropriate threshold application. has helped sharing information and learning</p> <p>Daily Intelligence Briefings (DIB) set up in MASH has enabled timely information sharing between police and MASH</p>
Independent chair/scrutineer – Involvements	Attendance at Executive and MQ&P	<p>Chairing of the Executive Board and Monitoring, Quality & Performance sub-committee</p> <p>Consider the overall effectiveness of local safeguarding arrangements</p> <p>Consider how well the safeguarding partners are providing strong leadership</p> <p>Focus on delivering improved outcomes for children and families</p> <p>Provide independent scrutiny of the annual report</p> <p>Provide challenge to any or all partners should they deviate from their core principles and/or statutory functions</p> <p>Be a critical friend to the Executive before submissions to the National Panel and offer challenge to partners</p>

Annex D Detailed Partnership Priorities

Priority 1 – Mental Health Ensure mental health services meet the needs of children and the families which support them			
What has been done	Analysis of progress	Impact of work	Next steps
<p>The Mental Health Emergency Service (MHES) has replicated established safeguarding children processes and procedures used across London acute Trusts including the use of CP-IS to enable appropriate information sharing</p>	<p>Established a weekly Safeguarding Children Meeting in MHES to ensure that all risks have been recognised and appropriate action taken</p>	<p>Routinely sharing information regarding all mental health presentations of children where there are safeguarding concerns During the reporting period there were 105 safeguarding incidents reported for Wandsworth</p>	<p>Wandsworth Children's Services will be attending to support the meetings Undertake audit or analysis of CP-IS data to understand needs/demographic/themes of children presenting at A&E</p>
<p>CCG and commissioned services are aware of their responsibilities under the Mental Capacity (Amendment) Act 2019 for 16-17-year olds</p>	<p>Work is still ongoing to identify what constitutes a restriction of liberty</p>	<p>Produce a more 'streamline' approach to the authorisation, assessment, and renewal of liberty deprivations</p>	<p>The CCG is awaiting updated guidance To identify key milestones/products that informs whether this has been achieved</p>
<p>Work has taken place to address the lack of information about CLA's mental health and wellbeing. Over 95 of children have undertaken Social Development Questionnaire'</p>	<p>Only a small number of social workers are taking up the offer of initial consultations from Intensive Intervention Team (IIT) when a child initially comes into care Some children and young people that are already in care are not coming to the timely knowledge of IIT, so may fail receive the input when needed.</p>	<p>Any child that has a triangulated score of 15+ and is not already receiving an intervention will receive a consultation with their social worker. This will assess whether any support is required.</p>	<p>Further assurance via audits or other processes are required via the Lac Health Team that this process consistently informs the health assessment process The service to become more trauma informed and be able to offer interventions such as Cognitive Behavioural Therapy -TF and EMDR for children with developmental trauma and/or complex PTSD.</p>

Priority 2 - Early Help

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

What has been done	Analysis of progress	Impact of work	Next steps
<p>In November 2019, Children's Centres, Youth Service, PA Connexions and Family Support teams were brought together into three clusters Roehampton, Battersea, and Tooting and into 2 teams within each cluster Children Young People and Families Team and Early Years and Learning Team.</p>	<p>Due to COVID-19 several areas of work were put on pause to review and reflect on moving to a more integrated model for the Children's Services Department.</p>	<p>Early signs of a front door where families can access early help without delay.</p>	<p>Wider review of Early Help and the Front Door by building relationships, working collaboratively and have a shared vision of offering a seamless service to children and families. Setting up the Early Help element on Mosaic to enable a direct workflow through the system from children's social care to early help. This will support smoother transitions with better information sharing and joint planning at step up/step down and better availability of data.</p>
<p>Police and the Multi Agency Safeguarding Hub (MASH) have continued to complete Operation TeaRose domestic abuse disclosures throughout the COVID-19 pandemic</p>	<p>All children who have been identified through TeaRose have been appropriately supported with their education, emotional support, and practical help such as laptops and having somewhere to work</p>	<p>There was an increase in referrals during the first COVID-19 lockdown. Through the TeaRose scheme some children were offered places in schools as vulnerable children who were not originally seen as vulnerable</p>	<p>As part of the response following COVID-19 lockdown work is being done with education colleagues/schools to ensure referrals are being addressed. SW BCU are supporting the post COVID-19 planning and communication project across the partnership to identify those children most at risk now and children that may have been</p>

			subjected to harm/exploitation /abuse during the first lockdown.
Police domestic abuse contingency plan during COVID-19 pandemic proactively targeted victim/survivors and perpetrators with their domestic abuse partners	Able to offer best holistic support service to families	The domestic abuse data has shown some anomalies but volume in general increased for crime and non-crime matters. Further disclosures may come to light as children return to school and victims/survivors have greater opportunity to report after COVID-19lockdown	The BCU is monitoring levels of crime reporting regarding child abuse and domestic abuse and will prioritise resources as necessary to maintain quality response in those areas
Systems put in place to support CLCH staff in responding to cases of domestic violence and abuse to ensure the physical and emotional wellbeing of children who witness abuse and the victim/survivor.	Has given better awareness and understanding of domestic violence for staff. Increase in the number of cases discussed at supervision where Domestic Abuse (DA) is a feature Updated DA and violence procedures. Screening for DA via COVID-19	Increase in referrals re DA Policies has been updated and cascaded across the service Increase to monthly safeguarding supervisions 7-minute briefings developed	Continue to sign post staff to be trained Continue to review and update policies and procedures
CLCH undertook significant audit on father's /males	Identified that fathers are not routinely being recorded on clinical records	Shared findings with children's division in relation to record keeping	Children's division to complete a dip sample of records
Multi-agency Pan Borough Partnership meeting was held – immediate response to and impact of Covid-19 lockdown was discussed	Increase in intelligence and information Improved risk management Business continuity /service provision was established	Through multi-agency working and by using data and having regular meetings the group was able to monitor progress of agreed actions which were....	Build upon COVID-19 response learning Review commissioning of services Perpetrator management To set up VAWG strategic group
Early Help commenced an improvement and transformation programme	Improvements address all cohorts of children and young people, from Early	Since lockdown the programme has resumed and capitalises on	A paper outlining the revised approach and timescales will be presented to Committee in

<p>including a refresh of the strategy and improvement to transitions.</p> <p>The Early Help Interface meetings (EHIM) are held weekly to promote threshold discussions between the Front Door Teams for children who might be considered for the Early Help Teams.</p>	<p>Years to vulnerable adolescents.</p> <p>Allows for joint working for cases that need to be stepped down or escalated to children social care to reduce any form of drift.</p>	<p>knowledge and lessons learned during lockdown to enhance resilience in the community for children and families.</p> <p>Has enabled face to face dialogue about thresholds. Avail offers and services in the borough and share best practice by increased joined up working.</p>	<p>November 2020 with implementation commencing post committee review.</p> <p>Embed the recent changes to Early Help Work closely with the MASH and CSC to ensure effective step up and step down.</p> <p>Further analysis required on why children are moving too frequently from early help to statutory services.</p>
<p>Re-audit of thresholds of 12-17-year olds subject to strategy discussions - prompted due to high number of this cohort who are subject to strategy discussions.</p>	<p>Evidence of improved threshold decision making from the point of referral to s.47 enquiry decision. Clear evidence of improvements, new systems, and processes at the MASH Front Door.</p> <p>Significant rise in children stepped down to early help, reflecting specialist staff and</p>	<p>Good response to and awareness of potential contextual safeguarding risks of referred concerns leading to strategy discussions.</p>	<p>More consideration and guidance are needed on risk indicators that indicate thresholds for s.17 or s.47.</p> <p>Strategy discussions still need improvements such as interim safety planning and attendance by relevant professionals who know the child and family.</p>
<p>The Early Help service has been bolstered virtually through the THRIVE (Family Information service) website.</p>	<p>Provides a comprehensive family information service and a local offer which supports self- help and early intervention.</p>	<p>The Keeping in Touch (KIT) team based in Early Help, have followed through on contacts received via the site by calling and speaking with families to ensure their</p>	<p>Continue to ensure that the Family Information Service (FIS) /THRIVE provides useful advice and information to residents.</p>

		needs are addressed and escalated where necessary.	
July 2019 a review of contacts, referrals, assessments, and s.47 investigation was undertaken by an independent auditor.	Outcome of the audit findings led to the restructuring of the Front Door from IPOC to MASH.	Another s.47 review was undertaken a year later, and progress has been seen and Wandsworth are now in line with their statistical neighbours.	Continue review thresholds via monthly audit meeting and use the learning to improve practice across the partnership.
BCU served seven Child Abduction Warning Notices were issued for 3 victims listed as residing in Wandsworth reported/opened to the ART/CSE Teams.	CAWN was vital to secure charges and victim supported.	In one case CAWNs in combination with engagement work appear to have served their purpose in disrupting future contact.	To encourage Social Workers and Parents to consider and support these even where there will be negative repercussions from the child who may see the person as a "relationship" rather than an abuser. Where these are supported, they allow active disruption of these abusers that is otherwise impossible.

Priority 3 – 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

What has been done	Analysis of progress	Impact of work	Next steps
CSC/Police have gone live with Operation Harbinger at Wandsworth Custody suite	This project went live June 2020 and is too early to analyse progress as the numbers to date have been low	Harbinger has enabled critical information sharing between CSC and Police to better understand the specific needs of young people to improve their time in custody and to address safeguarding issues pre-release from custody	SW BCU Safeguarding Hub is supporting CSC to design and implement the 'Engage' project in Wandsworth custody suite Review outcomes to ensure that appropriate follow up happening with Children and Young People

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What has been done	Analysis of progress	Impact of work	Next steps
Safer Schools officers working with children and staff at a range of education establishments	Youth summer schemes supported by Safer Schools Officers offer children diversion and engagement with other young people and youth workers during the school holidays	Building relationships to support young people in the most effective way	Further work with frontline to spot the signs of harm/abuse regarding children and young people and report all concerns to keep children safe
SW BCU introduced an Adolescent Risk Team (ART) late 2019.	Through the monthly MARVE meetings spaces of concern around contextual safeguarding has come to light during lockdown issues are discussed and addressed as a partnership, including community safety and housing	Supports a cohort of children and young people regarding county lines, criminal exploitation, and harmful sexual behaviour. It mirrors the CSE strategy with subjects allocated to an investigating officer who engages with the child, attends strategy meetings, shares information, and addresses new information, intelligence of incidents/concerns.	Build on the work that has already been done to improve contextual risk management across the partnership
SW BCU has reviewed and changed its process to how it responds to missing children	MARVE subjects reported missing are immediately allocated to the Missing persons Unit. Regular reflection and analysis of our performance in this area via the Missing Improvement Group seeks to continuously	According to data from Wandsworth CSC dataset, numbers of children reported missing were down significantly during the months of lockdown	Continue to refine work across partners with missing children

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What has been done	Analysis of progress	Impact of work	Next steps
	<p>improve in this crucial area of business.</p> <p>As a result, significant improvements in response to missing episodes, South West London BCU has been found to be the top performing BCU in the MPS by HMIC and Dedicated Inspection team.</p>		
<p>CLCH held the fourth annual safeguarding conference in October 2019 attended by 250 delegates internal and external to CLCH. Dr Carlene Firmin presented her research on contextual safeguarding and the challenge of protecting children and young people from harm from criminal exploitation and gangs.</p>	<p>Awareness of some of the issues re contextual safeguarding</p> <p>Signpost staff</p> <p>Discussion with staff</p>	<p>The conference was well evaluated by the delegates and reinforced the principles that safeguarding is everyone's business.</p>	<p>2021 to have another safeguarding conference virtual</p> <p>Been having regular updates and training provided</p>
<p>The Front Door has set up Daily Intelligence Briefings (DIBs) to promote partnership working and better intelligence sharing regarding contextual safeguarding issues.</p>	<p>This process has enabled the Front Door to provide a timely response to some of the most vulnerable young people in the borough.</p> <p>There has been good multi-agency representation in these briefings</p>	<p>DIBs have built knowledge of children in Wandsworth, decreased first time entrants into the criminal justice system by effective and targeted support for young people including their siblings and provide timely</p>	<p>Further enhancements to be made through links with the health services especially the Emergency Department (ED) at St George's Hospital in the context of young people presenting at ED without necessarily coming through other routes.</p>

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What has been done	Analysis of progress	Impact of work	Next steps
		and effective multi-agency intervention to safeguard young people.	Themes from the DIBs need to regularly feed into the MARVE to ensure there is clear organisational oversight.
NHS England have promoted 'Contextual Safeguarding' through the NHS App and NHS England conferences and events.	Areas such as Child Sexual Exploitation, Child Criminal Exploitation, serious youth violence and the internet are embedded within progress.	Better understanding and addressing safeguarding risks to children that exist beyond the family	Continues to be a priority promoted in CCG safeguarding trainings and briefings.
Establishment of a Multi-Agency Risk Vulnerability Exploitation Panel in January 2020 to incorporate all forms of adolescent risk and exploitation	Plans are reviewed to ensure there is appropriate intervention and outcomes for young people at risk and that cross-cutting issues are considered. MARVE forms have been embedded into the system to encourage engagement and awareness. The collaborative MARVE design and approach has been shortlisted for the 'London Problem Solving Awards' by the MET who have recognised the collective partnership response toward understanding and mitigating contextual risk to young people	Panel discusses the risks and vulnerabilities of adolescents referred where there are concerns of sexual and criminal exploitation, serious youth violence, harmful sexual behaviour, gangs, and groups	A comprehensive awareness raising and training programme to be developed for partners and practitioners. Alongside this a development programme for parents to raise awareness about exploitation. Development work across the services that is focused on getting thresholds right, methods around risk reduction and agreed tools with a clear methodology and practice approach which will include contextual work and trauma informed practice. More work needs to be undertaken to co-ordinate direct work across agencies and ensure that young people have the best person providing the service and are not being inundated with

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What has been done	Analysis of progress	Impact of work	Next steps
			<p>professional input; some of this will be upskilling workers to ensure that there is a broad skill set when working with adolescents.</p> <p>Development of a champions group for schools and youth services to build capacity, raise awareness, support the borough profile, increase intervention/disruption and intelligence gathering. We plan to employ two social workers in schools with higher profile of children at risk of exploitation (PRU and Nightingale Academy)</p>

Priority 4 – Improvement

Ensure continued improvement in the provision of services to safeguard children following the 2018 Ofsted Social Care Inspection

What has been done	Analysis of progress	Impact of work	Next steps
<p>Restructured the Children's Social Care Division to enhance services to the most vulnerable, including developing the front door to help clarify safeguarding arrangements</p>	<p>Have strengthened leadership and management in the front door and reviewed the arrangements for managing contacts and referrals and initiated a development plan for the assessment teams. Able to demonstrate improvements</p>	<p>Front Door can help clarify safeguarding arrangements when referrers are worried about children</p> <p>Have developed and have deeper understanding of data through improving the quality and quantity of performance information</p>	<p>Review and improve through the implementation of the Family Safeguarding Model.</p>

Priority 4 – Improvement			
Ensure continued improvement in the provision of services to safeguard children following the 2018 Ofsted Social Care Inspection			
What has been done	Analysis of progress	Impact of work	Next steps
	in the timeliness of single assessments		
Successfully bid for a DfE innovation programme focusing on Family Safeguarding (FSM) which is strength-based approach to working with families	Foundation work being completed including making links with Hertfordshire and publicising the FSM to staff and the partnership	Impact is not evident as of August 2020 as the programme will commence in 2021	Programme to commence in 2021
Introduction of fortnightly meetings between the LA, CCG and St Georges Hospital. These are chaired by senior managers within the Health Service	A health of Looked after children strategic group now continues this work, in addition to the specific health areas of corporate parenting	Improvement in the delivery of Initial Health Assessments and management of the back log, which has now been completed although the monitoring of IHA's continues. An improvement in health provision, health key performance indicators and partnership working.	Development of the voice of the child and young person through narrative.
Case management for the Initial and Review Health assessments were handed back to Local Authority in September 2019 due to improvements in performance and additional assurance reporting.	Standard Operating Procedures (SOP) for Initial and Review health assessments (IHA/RHA) and the medical adviser aspects of the service were agreed in May 2019, ensuring timeliness of service delivery and joint working across health and social care. At the end of March 2019, the	Improvements in performance and additional assurance reporting	Continue to monitor improvements and progress

Priority 4 – Improvement			
Ensure continued improvement in the provision of services to safeguard children following the 2018 Ofsted Social Care Inspection			
What has been done	Analysis of progress	Impact of work	Next steps
	performance was demonstrating an improved picture		
IPOC has been replaced by MASH with a clearer focus on the management of safeguarding concerns. Developed and strengthened leadership and management at the Front Door	The timeliness of assessments following referral has strengthened and during the first COVID-19 lockdown provided assurances that children requiring help or protection were assessed quickly to enable swift interventions	Most referral decisions are timely with most being made within 24 hours indicating that where initial concerns are justified, children are progressed for assessments quickly	Strengthen the strategic oversight through the WSCO Front Door sub-committee. Involvement of some key services to improve timely decision making Further work is needed by CSC and the WSCP to embed a clear understanding of threshold.
	The changes to the front door is relatively new and developmental work to improve the quality and timeliness of decision making is ongoing	Able to demonstrate improvements in the timeliness of single assessments, care proceedings and adoption	