



### **Cabinet Member (Children and Young People)**

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**Time and Date**

11.00 am on Monday, 13th April, 2015 (Please note revised time)

**Place**

Committee Room 2 - Council House

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**Public Business**

1. **Apologies**
2. **Declarations of Interests**
3. **Coventry Strategic Objectives and Delivery Plan for Children and Young People Who Are Missing, at Risk of, or Experiencing Sexual Exploitation**  
(Pages 3 - 22)  
  
Report of the Executive Director, People
4. **Any Other Business**  
  
To consider any other items of business which the Cabinet Member decides to take as a matter of urgency because of the special circumstances involved.

**Private Business**

Nil

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Chris West, Executive Director, Resources, Council House Coventry

Wednesday, 1 April 2015

Note: The person to contact about the agenda and documents for this meeting is Suzanne Bennett, Governance Services Tel: 024 7683 3065

Membership: Councillor: E Ruane (Cabinet Member)

By invitation Councillors J Lepoidevin

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting  
OR if you would like this information in another format or  
language please contact us.

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Cabinet Member for Children and Young People

13 April 2015

**Name of Cabinet Member:**

Cabinet Member for Children and Young People - Councillor Ed Ruane

**Executive Director Approving Submission of the report:**

Executive Director of People

**Ward(s) affected:**

All

**Title:**

Coventry Strategic Objectives and Delivery Plan for Children and Young People who are missing, at risk of, or experiencing Sexual Exploitation

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**Is this a key decision?**

No

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**Executive Summary:**

Child Sexual Exploitation (CSE) is a complex issue that requires thorough understanding of the impact on victims, how patterns of behaviour start and by whom it is perpetrated. There has been extensive national coverage of this issue with associated guidance and recommendations as a result of a number of enquiries and reviews in key areas of the Country. Coventry agencies have come together and committed significant time and resources reflecting on this national learning and indeed the findings and recommendations from such have been used to inform the development of a local delivery plan to address this issue.

Furthermore the plan is supported by clear strategic objectives and has been informed by facts and findings contained within a CSE problem profile produced by West Midlands Police.

A key aspect of the plan is to not only ensure that a safe, responsive and effective service is provided to all children and young people who experience Child Sexual Exploitation but to proactively identify children and young people that could be vulnerable to this and other types of harmful behaviour so that interventions that negate or minimise risk can be provided.

The plan facilitates the coordinated activity and resources of multi- agencies working together in Coventry to prevent risk of harm to children and young people through targeted

action against perpetrators and in locations across the City where this issue could take place.

A significant area of work within the plan is to enhance public awareness of Child Sexual Exploitation, in particular with parents and carers and to ensure that young people are made aware of the issues around exploitation and that preventive services are in place.

**Recommendations:**

The Cabinet Member for Children and Young People is recommended to -

- (1) Consider the content and approach by Officers set out within the delivery plan; attached as Appendix 1 (this plan is still in draft form and is a “living document”) and provide further recommendations for Officers where further action is required.
- (2) Refer the delivery plan to Scrutiny for progress monitoring and updates.

**List of Appendices included:**

1. Coventry Strategic Objectives and Delivery Plan for Children and Young People who are missing, at risk of, or experiencing Sexual Exploitation

**Other useful background papers:**

**Key documents**

Safeguarding children and young people from sexual exploitation: supplementary guidance (DCSF-00689-2009) <https://www.gov.uk/government/publications/safeguarding-children-and-young-people-from-sexual-exploitation-supplementary-guidance>

**Has it been or will it be considered by Scrutiny?**

*To be confirmed:* Child Sexual Exploitation was considered by Scrucro at their meeting on the 10th December 2014 where they requested additional information on the action plan and progress updates.

**Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?**

No

**Will this report go to Council?**

No

**Report title:**

Coventry Strategic Objectives and Delivery Plan for Children and Young People who are missing, at risk of, or experiencing Sexual Exploitation

**1. Context (or background)**

1.1 National guidance and publicity has highlighted the scale of Child Sexual Exploitation that is happening in the UK and that it can happen in all cities and communities.

1.2 Child sexual exploitation is a complex issue which demands a co-ordinated multi-agency and community response. Since the publication of many National and regional reports Coventry has accelerated local action to not only improve our understanding of the issue in the City but to also strengthen our collective multi-agency response to CSE including:-

- The establishment of a dedicated multi-disciplinary CSE and Vulnerable Persons team to respond to and oversee cases of child sexual exploitation having been staffed by professionals from the Police, Social Care, and Youth Services who have direct links to the Community Safety Team. This is facilitated by further recruitment to the Child Violence & Sexual Violence Co-ordinator post. The team has also been co-located with RAS and MASH in Christchurch House to strengthen the process for receiving referrals, risk assessment and sharing of information with which to determine most appropriate action and interventions. Additionally the Integrated Youth Support Service and Community Safety Service are also based in this building so closer daily working relationships take place. The Officers in the team will provide dedicated support and advise to both early help and social care officers in addition to support for CAF Co-ordinators and Safeguarding team.
- A reorganisation of the Police Public Protection Unit (PPU) has resulted in the establishment of a dedicated CSE Central Team based in Birmingham. This team is tasked to target high risk offenders. Additionally the local Child Abuse Team manages criminal investigations into CSE and works closely with the Coventry Local Policing Unit (LPU) in targeting those perpetrators whilst identifying locations where CSE can take place in order to disrupt activity and target operational action. This issue is a West Midlands Police Force priority and as such is discussed at their daily Neighbourhood and Response Police Team tasking meetings.
- An initial regional problem profile was produced which informed the development of the local plan. A self-assessment and health check of Coventry's response to this was also undertaken prior to the production of the plan. A further updated profile will be used to update the delivery plan and improve local understanding of this issue in the City.
- In January 2015, Coventry was the area in the region to launch a multi-agency Perpetrator Case Management Forum where CSE offenders are subject to multi agency scrutiny and both civil and/or criminal interventions. This was implemented as a result of the same successful approach to management of serial domestic violence and abuse offenders.
- All youth workers in Integrated Youth Support Services have been trained on 'signs and symptoms' for CSE and targeted detached work takes place in vulnerable and problematic locations. Young people identified as vulnerable to or at risk of CSE receives intensive one to one support from a specialist youth worker, as part of a safety plan.

- Barnardos has been commissioned to undertake return home interviews for all Looked After Children who have been missing from care and the new CSE team will offer support with risk assessments and safety planning.
  - Victims also receive post abuse counselling and support services. A recent sexual violence and health needs assessment has provided the evidence which will inform the commissioning of specialist services required to meet those needs.
  - Coventry, in line with regional best practice and standards has established a CSE and Missing Operational Group (CMOG) which was highlighted as an area of good practice during the Ofsted inspection. This is a Case Management Forum for victims/potential victims of CSE to ensure a range of interventions and safety plans are provided. This group will be strengthened to ensure that there is sufficient focus on children who are missing and those who are identified as vulnerable to CSE. The establishment of MACE meetings will ensure the voice of the child/young person and their family are heard and can influence their safety plan.
- 1.3 The framework for the Coventry CSE and Missing Delivery Plan was endorsed by the Local Safeguarding Children's Board in October 2014. The plan has now developed into a comprehensive range of activity to protect victims and vulnerable children and young people and prevention through disruption and targeted action and management of perpetrators. The extensive awareness raising seeks to raise the profile of this issue and improve the identification of such in order that agencies and communities can work together to respond whilst taking every opportunity to restrict the ability for it to take place in the first place.
- 1.4 Delivery of the actions within the plan will be overseen by the CSE Strategic Working Group made up of senior members of a number of agencies and organisations, providing regular updates and performance reports to the Local Safeguarding Children's Board. Within the CSE Delivery Plan there is a comprehensive training plan with specific focus on different communities and those who may be particularly vulnerable.
- 1.5 Officers continue to develop performance reporting and a local database is under development within the Safeguarding Service which will hold the details of all children and young people known or suspected to be affected by CSE. This will also lawfully hold information and intelligence in respect of adults/perpetrators and locations; to ensure an accurate overview of all is available to officers and can assist with the problem profiling and subsequent action required.
- 1.6 Since July 25<sup>th</sup> 2014, 80 children have been proactively identified and subject to CMOG triage assessments and management. Of these 57 cases required further multi-agency interventions.
- 1.7 Coventry has made their commitments to the regional framework and standards through the Leader of the Council. The adoption of the regional publicity campaign "See me, Hear me" has been reinforced through the development of a local campaign aimed at encouraging reporting; "say something if you see something" which has now also been adopted nationally. Coventry's Delivery plan reflects the key principles of this regional framework.
- 1.8 Coventry has completed the trial of the use of Rotherham risk assessment and learning has provided the opportunity for agencies to review training needs and agree the use of the most appropriate tool for our agencies

## **2. Options considered and recommended proposal**

- 2.1 The recommendations have been determined based on the production of the delivery plan and the need to ensure the content, activity and approach is appropriate, proportionate and sufficient to protect children and young people from harm and provide officers and communities with the knowledge and confidence to deal with this issue.
- 2.2 Provide reassurance to Cabinet Member that the plan has been informed by national learning and developed using evidence from a problem profile to provide a thorough multi-agency response to this issue.

## **3. Results of consultation undertaken**

- 3.1 A practitioners group has been established and meets on a monthly basis with the sole aim of raising awareness of CSE in Coventry. The members of this group ensure the effective co-ordination of resources and materials available to deliver consistent messages to the public on the signs to look for in identifying young people potentially at risk of CSE and then where to report these concerns. To support the development of the resources and campaigns the group has a young people's forum which informs this work. The young people meet with professionals on a fortnightly basis and are currently being trained to actively support future work in order to "youth proof processes, procedures, publicity and activity.
- 3.2 The delivery plan has been developed in consultation with and by members of a range of agencies from both safeguarding and community safety partnerships through the CSE & Missing Persons Strategic Sub-group of the Local Childrens Safeguarding Board.

## **4. Timetable for implementing this decision**

- 4.1 The delivery plan is operational and being delivered against with performance management of progress and effectiveness being reported to the Local Safeguarding Children Board. Further recommendations arising from this report can be implemented with immediate effect.

## **5. Comments from Executive Director, Resources**

### **5.1 Financial implications**

Funding for the team has come from 2 sources: re-direction of existing work/resource and from the additional monies for Children's Services through the budget setting process (£13M in 2015/16, reducing to £10M in 2016/17). This funding approach reflects that work was already undertaken in this area, alongside the need to provide a more co-ordinated response and increase support and expertise in this area.

The additional resource for the CSE Team is £242K in 2015/16, and the team consists of a Team Manager, 2 social workers, 2 Children & Family workers and a Support Worker. The Child Violence & Sexual Exploitation Co-ordinator post is funded from resource within Community Safety.

There is continued review and monitoring of the additional monies for Children's Social Care identified in the 2015/16 Budget Setting process, alongside activity levels and the requirements of the Improvement Plan. This area will need to be included as part of that process.

## 5.2 Legal implications

The Children Act 1989 imposes statutory obligations to safeguard children. These obligations are extended to specific persons and bodies to engage and work with the Local Authority to safeguard local children by virtue of Section 11 of The Children Act 2004.

These statutory safeguarding functions are supplemented by statutory guidance: 'Working Together to Safeguard Children 2013' and 'Safeguarding Children and Young People from Sexual Exploitation', 2009. The 2013 guidance imposes a legislative requirement on individual services to safeguard and promote the welfare of children; and requires a clear framework for the Local Safeguarding Children Board to monitor the effectiveness of local services.

Specifically in respect of CSE, the statutory responsibilities of local agencies, including councils, are set out in the 2009 supplementary guidance. The 2011 National Action Plan further clarifies these, and also brings together a range of commitments from national and local partners.

The Police have numerous legislative powers for safeguarding children, undertaking investigations and disruption of perpetrators. This requires close working together between the police, children's and health services to discharge their statutory duty to identify and eradicate CSE.

There are a range of civil interventions that Local Authorities can use, dependent upon the circumstances of individual cases.

The case of Birmingham City Council v Riaz and others [2014] provides Local Authorities with a precedent for invoking the inherent jurisdiction of the High Court to protect a young person and others from CSE.

## 6. Other implications

- 6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Contribute towards the Children's improvement plan

Contribute towards delivery against The Community Safety Strategic Assessment and priorities for tackling harmful behaviour in 2015/15.

- 6.2 How is risk being managed?

Oversight and monitoring will be carried out by Local Safeguarding Children Board & Police Crime & Community Safety Board.



### 6.3 What is the impact on the organisation?

Management of victims, offenders and work to prevent or disrupt this behaviour taking in locations and near establishments will require the resources of a number of agencies and will impact on staffing and human resources.

### 6.4 Equalities / EIA

Equalities impact assessment will be required in relation to CSE as it affects vulnerable groups and will also need to consider the profile of perpetrators.

### 6.5 Implications for (or impact on) the environment

CSE happens in public spaces and locations and therefore has a devastating impact on the community's health and well-being and the environment. Tackling this issue from a people and place perspective is critical to improving the environment as well as improving people's lives.

### 6.6 Implications for partner organisations?

Responding to CSE requires a range of approaches, interventions and actions by a number of agencies and use of their resources with which to target and disrupt locations, protect victims and those vulnerable to this issue whilst managing perpetrators through sanctions.

The support and involvement of communities is critical to addressing and preventing this type of behaviour taking place

#### Report author(s):

##### Name and job title:

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Finance: Rachel Sugars		Resources	1/4/15	1/4/15
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Councillor Ruane	Cabinet Member for Children and Young People			

This report is published on the council's website:  
[www.coventry.gov.uk/meetings](http://www.coventry.gov.uk/meetings)



Coventry Safeguarding Children Board [www.coventrylscb.org.uk](http://www.coventrylscb.org.uk)

# **Child Sexual Exploitation Multi Agency Strategy**

## **March 2015 – March 2017**

### **(Draft)**

	Sub Objectives	Actions	Action RAG	Evidence	Outcomes	Accountable	Responsibility	Timescale	Partners Involved	Outcome RAG
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## **Key Messages from Coventry Safeguarding Board**

We know that Child Sexual Exploitation has had devastating effects on children in our city and we know it can destroy lives. We want to ensure that we get it right in Coventry; the Coventry Safeguarding board recognises that we need to improve the way we respond to those victims brave enough to come forward and report such a crime and to protect those who are or may be at risk of sexual exploitation. We are also committed to work together to pursue the perpetrators of this kind of criminal behaviour.

An important part of our strategy is raising awareness with young people and communities to inform them about CSE and the key things to look for. We know that both girls and boys are in relationships that they themselves do not recognise as exploitation; and we want to equip them with the knowledge and confidence to come recognise this and support them when they do.

This strategy describes how all our partners in Coventry intend to address and improve the way we are tackling CSE over the next two years, this takes into account what we have learned from the large number of significant reports published on this subject over the last year. We will continue to listen and learn from victims and families who have been affected, and translate what they tell us to tackle this crime more effectively whilst ensuring that any young person or family damaged by this experience are supported and get the help they need. The purpose of the strategy is to ensure a robust, co-ordinated multi-agency response to CSE across Coventry under the three headings prevent, pursue and protect.

*“Tackling child sexual exploitation must be a shared effort. Government can lead the national response. Local authorities, police, children’s and health services have a statutory duty to work together to identify and stamp it out in their area. Communities must help to tackle the problem, rather than assume victims bring it on themselves. We must eradicate the culture of denial that allows organisations and individuals to avoid the issue, blame others, or distract themselves with endless planning rather than making sure they actually make a difference. Changing culture requires strong leadership, clear accountability, engagement with victims and staff, and unequivocal feedback on what is working well and what is not across the whole local area.”*

Tackling Child Sexual Exploitation HM Government March 2015

In line with the above guidance partners in Coventry will ensure

- Clear and transparent accountability and leadership
- Child and young people are identified and listened to and there is no culture of denial
- Joint working and information sharing and continuous testing of systems and processes
- Children and Young People are protected, and the risk of harm to the most vulnerable is minimised
- Robust management of offenders
- A range of support is available to victims and survivors

## **Definition of child sexual exploitation**

“The sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person/s) receive something as a result of performing, or having others perform on them, sexual acts. This may include food, accommodation, drugs, alcohol, cigarettes, gifts, money or affection.

Child sexual exploitation can occur through the use of technology without the child’s immediate recognition (for example, persuasion to post sexual images on line, or on mobile phones) and with no immediate payment or gain.

In all cases, those exploiting the child or young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability’.

(National Working Group for Sexually Exploited Children and Young People, 2008)

## **Strategy Objective**

In Coventry we will work together across agencies to identify those vulnerable to sexual exploitation, build resilience, and prevent exploitation taking place. We are committed to making a difference for children and young people, enabling children and young people to make safe choices through a concerted campaign of awareness raising and education, providing accessible services and early support, to target vulnerable groups, build resilience and prevent exploitation occurring.

### **We will:**

Ensure there is greater consistency of support from trusted adults, drawing on innovative practice to help young people to regain control and break free from exploitation.

Proactively work to identify, disrupt and prosecute perpetrators of this crime, to reduce the duration of abuse and minimise the impact on the victim

Challenge each other and all key agencies to ensure that this very important issue is being given continual priority

1	Sub Objectives	Actions	Action RAG	Evidence	Outcomes	Accountable	Responsibility	Timescale	Partners Involved	Outcome RAG
Page 15	Collect, analysis and use data to inform and influence all services in their support of children and young people at risk of child sexual exploitation	maintain and populate problem profile  ensure the screening tool is used by all partners	Amber	Screening tools to be used by all and sent to CSE coordinator data base to accurately reflect the information collated.	Rich information about the extent of Child Sexual Exploitation in the City	Mandie Watson Debbie Carter	Rebekah Eaves Sue Whitmore	May 2015	Education Health Police Third Sector	
		Information sharing agreement to be in place to allow sharing of information	Red		All staff understand their roles and responsibilities		Jayne Hutchings	May 2015	Education Health Police Third sector	
	Ensure suitable information and resources are available to support practitioners in developing awareness and appropriate early responses	Clear policies and procedures are in place and communicated to the children's work force. Professional understand information guidance and responsibilities	Amber	Policies and procedures in place Screening tool to be rolled out to all agencies Local Toolkits for Social workers in place Briefing sessions	Up to date information informed by research and best practice is available to all staff	Debbie Carter	Sue Whitmore	April 2015	Social Workers, Children and Families First workers Health Police Education	
		All staff in social care to receive CSE service development updates	Amber	Website Newsletters	Communities, organisations, the general public are aware of pathways to report CSE Supporting victims of exploitation:	Mandie Watson	Rebekah Eaves Sue Whitmore		Community Safety Social Care	
	Ensure suitable information and resources are available to raise awareness with potential victims of CSE, and their parents/ carers/ family and communities	Make available and publicise a CSE community resource that informs and guides parents and the local community		Website Social medial Leaflets	Commissioning is responsive to the needs of children and young people. Children and young people get the support they need when they need it	Mandie Watson Darren O'Shaunassey	Rebekah Eaves			
	Develop parents / community pathway for when there are concerns around CSE demonstrating that organisations welcome concerns regarding CSE	Amber	Leaflets Website Social media							

	Sub Objectives	Actions	Action RAG	Evidence	Outcomes	Accountable	Responsibility	Timescale	Partners Involved	Outcome RAG
		Contribute to training communities who can identify and respond to CSE i.e taxis hotels				Mandie Watson				
	Develop specific initiatives for work with young men to challenge attitudes towards, and perceptions of, young women	Work in school to challenge and influence behaviour and attitudes Task and finish group to be established to review existing PSHE content and amend Work with offenders / perpetrators through mentoring and enforced action		PSHE Development of targeted programmes		Acting Director of Education Head of IYSS				
	Raise Awareness across the region and locally in Coventry about CSE to include public, private and third sector organisations	Development and delivery of an integrated communication plan Targeted work with proprietors of bed and breakfast accommodation, hotels, clubs and pubs, taxis transport providers shopping centres and food outlets	Amber	A regional communication plan Record log of whom has been trained and when Conditions built into premises licences to encourage business to consider and respond to vulnerability Training being delivered to regulatory services.		Darren O'Shaunassey Mandie Watson				
	Ensure a single referral point / hotline for member of the public to report concerns to the authority  Explore additional opportunities in the region to strengthen capacity to provide advise re a regional line	Make available to Organisations, communities and members of the public the single point of entry	Amber	Leaflets Website Social media						



	Ensure that risks are pro-actively monitored and responded to appropriately in children's residential care homes, foster placements supported accommodation	Develop procedures and best practice for providers of services across the region								
	<b>Sub Objectives</b>	<b>Actions</b>	<b>Action RAG</b>	<b>Evidence</b>	<b>Outcomes</b>	<b>Accountable</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Partners Involved</b>	<b>Outcome RAG</b>
		Review placements and contracts to with providers to ensure they include CSE and vulnerability in their service delivery and conditions Develop young person's accommodation improvement plan								
	Improve the flow and collection of information regarding the welfare and movements of young people in out of city placements.	Review information sharing procedures and process. Review CMOG's role in monitoring this Health assessments of children placed out of city to screen for CSE And to be incorporated in health plan				Information governance				
	Ensure all agencies have a workforce that is confident and equipped to recognise, report and respond to CSE	Review training Develop training to include signs of CSE and models of grooming Identify training needs Develop a schedule for awareness raising Mandatory training for staff to be determined Training of all front line staff in signs and symptoms Evaluate training impact		Evidence of training of all staff in health, education, social care and police Evidence of awareness raising training with third sector and voluntary organisations		Workforce development				

	<p>Have a dedicated multi agency child sexual exploitation team in place that offers specialist case work interventions and supports high quality practice amongst the partnership</p> <p><b>Sub Objectives</b></p>	<p>Use regional procedures Review the use and application of screening tool</p> <p><b>Actions</b></p>	<p><b>Action RAG</b></p>	<p><b>Evidence</b></p>	<p>Ensure specialist multi agency provision is in operation and able to respond to need</p> <p><b>Outcomes</b></p>	<p><b>Accountable</b></p>	<p><b>Responsibility</b></p>	<p><b>Timescale</b></p>	<p><b>Partners Involved</b></p>	<p><b>Outcome RAG</b></p>
		<p>Review the role of CSE team and relationship with MASH in assessment and response to victims</p>			<p>Professionals, volunteers and parents/carers understand CSE and how to respond.</p>					
	<p>Enable staff to identify children at risk of CSE and respond at the earliest opportunity</p>	<p>Ensure all services working with children and young people are aware of</p> <hr/> <p>MASH and CSE team</p> <p>Ensure that all agencies internal procedures reflect assessment of cse and have clear procedures for reporting and assessing</p>			<p>Children and young people recognise CSE and know how to stay safe and seek help</p>					
		<p>Adopt a whole family approach when working with families</p>			<p>The LSCB knows the nature and extent of CSE. Partnership approaches to tackling CSE are tailored to need</p>					
	<p>Throughout interventions at all levels of need develop and offer mechanisms and process that provide support to victims and their families</p>	<p>Ensure all agencies understand how to intervene and provide help and prevent escalation</p>			<p>The LSCB is effective in its co-ordination of a multi-agency response to CSE across the 7 geographical areas.</p>					

					Ensure a skilled workforce is in operation					
	Sub Objectives	Actions	Action RAG	Evidence	Outcomes	Accountable	Responsibility	Timescale	Partners Involved	Outcome RAG
					Children and young people receive a high quality service which Delivers good outcomes					
					Assurance that practice is fit for purpose and children are protected					
		Commission independent reviewer for internal placements Review absent v missing definition to ensure adequate responses								
		Review terms of reference for and membership of CSE strategic subgroup to ensure alignment with regional framework expectations for multi-agency strategic planning								
		Review missing / return home interviews process for young people missing from care								

		Develop a consistent and best practice approach to the assessment and response to every young person's individual needs and also their family member / carer who is also affected by the establishment of a CSE " HUB " for responses to those at risk / being exploited								
	Sub Objectives	Actions	Action RAG	Evidence	Outcomes	Accountable	Responsibility	Timescale	Partners Involved	Outcome RAG
		Develop clear and agreed reporting mechanisms to LSCB, PCC	Green			WMP				
	Use the LSCB quality assurance framework tools and processes	ensure that LSCB Can identify gaps in service and provision Has adequate quality assurance processes in place to review service provision to those affected by CSE Has a robust commissioning agenda for service to fill gaps as appropriate Monitors CSE in line with the regional framework guidance for LSCB		Contractual Key performance indicators for CCG commissioned services for children affected by CSE need to be strengthened as part of the commissioning cycle						
	Improve the follow of information to inform the problem profile in respect of offenders leading to the development of localised disruption and prevention plans	Agree information sharing protocols			Proactive child centred responses  Skilled and proactive workforce  Coordinated					

		Agree localised multi agency strategies for preventing and disrupting offenders <b>Actions</b>			communications CSE remains a strategic priority					
	<b>Sub Objectives</b>		<b>Action RAG</b>	<b>Evidence</b>	<b>Outcomes</b>	<b>Accountable</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Partners Involved</b>	<b>Outcome RAG</b>
					Children are protected					
	Utilise ancillary orders to maximise investigations, manage offenders and support victim's	Abduction notices Risk of sexual harm orders Sexual offences prevention orders Restraining orders	Green	WMP tool kit in operation Utilisation of harbouring notices Sexual offences prevention orders requested Meeting with QC who led Birmingham injunction's linked to CSE	Strategies informed by advice  Facilitating policing and prosecutions:  Early identification and proactive intervention of offenders.	WMP Legal Services				
	Ensure adequate support is provided to victims in relation to investigations and criminal proceedings before, during and after investigations.	Training for police and CPS to raise awareness of the importance of appropriate support in complex CSE cases Senior leadership meeting at Supt level with CPS Sgts and Inspectors training day are on-going Sentinel has specifically focused on CSE		Dip sampling of cases review if this is taking place	Diligent, expeditious investigations by appropriate trained investigators.  Victim focussed investigations resulting in outcomes that meet the needs of the victim and are fair and firm with offenders.					
		Police to ensure when arrest are made there are appropriate bail restrictions Police to ensure that officers are aware of appropriate and legally compliant evidence in CSE cases CPS to ensure Crown Prosecutors are aware of appropriate and legally complaint evidence in CSE	Green  Green  Green							

		cases Access to specialist advocacy ( ISVA )	Amber							
	<b>Sub Objectives</b>	<b>Actions</b>	<b>Action</b>	<b>Evidence</b>	<b>Outcomes</b>	<b>Accountable</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Partners</b>	<b>Outcome</b>
	Ensure effective mechanisms in place for strategic and operational learning from cases of CSE, including cases which are not successfully prosecuted	Structured debrief on operation Encompass  Lessons learnt from national and regional SCR's to be disseminated	Green  RAG	DCI Handson has reported finding from operation Encompass to CSE steering group CSE coordinator has completed a summary of lessons learned and 4 high profile SCR and reviews		Dean Young  Rebekah Eaves			Involved	RAG