

## Worcestershire Safeguarding Children Board

This Action Plan was drawn up by the CSE Strategic Group comprising Board members; the Chair of the Safer Communities Board; and Chair of the Missing Children, CSE and Trafficking Group. It identifies the actions to be undertaken to achieve the key priorities and target areas laid out in the Strategy. Some time frames have yet to be agreed with the action owners/accountable bodies and there may be some slight adjustment to the measures following discussion at the next Safeguarding Children Board meeting on July 1<sup>st</sup> when this will be approved.

The Plan is detailed but also highlights the complexity of Child Sexual Exploitation. Broadly the actions are linked to:

1. Producing a communication strategy including a public CSE awareness campaign
2. Producing a training strategy including raising awareness in schools
3. Reviewing the CSE pathway aimed at referral, assessment and decision making
4. Developing a sharing of information protocol related to CSE that results in effective practice and in the production of a good multi agency data set that clearly shows patterns and trends
5. Identifying gaps in the provision of specialist support for victims and families including transition to Adult Services, for commissioning purposes
6. Establishing wider links with key partnerships and other Authorities to co-ordinate approaches to CSE including licencing authorities
7. Identifying current and potential perpetrators, strengthening controls to prevent CSE, and working effectively with offenders

The Plan will be actively monitored and revised over time to reflect any new issues or particular actions that emerge as needing to be addressed

## Appendix 2

## WSCB Action Plan for Implementation – DRAFT dated 12.6.15

<b>Key Priority 1</b> <b>Prevention and Education</b> Overarching priority: Increasing knowledge and understanding of CSE, including the development of protective factors, across children and young people (to include victim focus), the children and young people's workforce and local communities				
<b>Key Target Areas/Objectives</b> 1.1 Undertake a public awareness campaign				
Action	Action Owner	Measure	Accountable body	Timeframe
1.1.1 Commission a communications / publicity campaign based on best practice across the region	Det. Supt. Steve Eccleston / Kate Quilley	Options report to Board and decision made	West Mercia Police	End June 2015
1.1.2 Draw up a timed action plan including media engagement	WSCB Business Support Team	Timed action plan produced	Worcestershire Safeguarding Children Board	End July 2015
1.1.3 Undertake the campaign and evaluate it	WSCB Business Support Team	<ul style="list-style-type: none"> <li>•Increase in levels of awareness</li> <li>•Increase in CSE referrals received</li> </ul>	Worcestershire Safeguarding Children Board	Campaign : September 2015  Evaluation : January 2016

1.2 All schools to deliver a CSE awareness programme to children and young people, tailored to their age				
Action	Action Owner	Measure	Accountable body	Timeframe
<p>1.2.1 The Board to develop and endorse a 'whole school' model for raising CSE awareness, in line with the Children's Commissioner's report: 'If only someone had listened' (Nov 2013), and to evaluate its impact.</p> <p>This will include the production of a menu of resources for use in schools.</p>	LE / WSCB Head Teacher Reps	<p>Numbers of schools implementing Whole School Approach.</p> <p>(Including academies, post 16, and independent schools)</p>	WSCB Head Teacher's Group	TBC
1.2.2 WSCB to seek assurance that schools and FE colleges are raising awareness of CSE within their own organisation.	Chair of the Monitoring Effectiveness Group	Percentage of schools evidencing they have a robust programme in place for raising awareness	Monitoring Effectiveness Sub Group	TBC

1.3 All staff to receive training in line with their role and responsibilities.				
Action	Action Owner	Measure	Accountable Body	Timeframe
<p>1.3.1 Review existing CSE training strategy and refresh in line with CSE Strategy 2015-2017.</p> <p>To include training pathway, suite of training materials and evaluation framework.</p>	Chair of WSCB Workforce Development Group.	<ul style="list-style-type: none"> <li>•Training strategy covers all elements of the CSE Strategy 2015-18</li> <li>•Practitioners and managers have a clear understanding of their training requirements</li> <li>•Staff are trained at the appropriate level for their role and responsibilities.</li> </ul>	Improving Frontline Practice Sub Group	November 2015
<p>1.3.2 Ensure that commissioners of services to children young people and their families make CSE training a requirement within their contracting processes from a given date</p>	Individual agencies (TBC)	<ul style="list-style-type: none"> <li>•CSE training is a requirement for all commissioned services</li> <li>•Assurance is provided through the S11 Audit undertaken by WSCB</li> </ul>	Monitoring Effectiveness Sub Group	January 2016
<p>1.3.3 Evaluate effectiveness of training strategy through the WSCB annual audit of training and workforce development</p>	Chair of the Monitoring Effectiveness Group	<ul style="list-style-type: none"> <li>•Percentage of agencies providing assurance that all staff are trained at the appropriate level</li> <li>•Increased awareness/ confidence levels</li> </ul>	Monitoring Effectiveness Sub Group	End March 2016

<b>Key Priority 2</b>				
<b>Recognition and Identification</b>				
Overarching priority: Providing information and tools to support the identification of potential indicators of CSE; providing and publishing agreed models of assessment; and agreed protocols for the effective sharing of information across the multi-agency partnership				
<b>Key Target Areas/Objectives</b>				
2.1 Identify vulnerable children for potential sexual exploitation and develop a risk assessment framework and pathway to protect them				
<b>Action</b>	<b>Action Owner</b>	<b>Measure</b>	<b>Accountable Body</b>	<b>Timeframe</b>
2.1.1 All key statutory partners to devise a flagging protocol for those deemed to be at risk of child sexual exploitation; NHS, GPs, Sexual Health, CAMHS.	Missing, CSE and Trafficking Subgroup Chair	Establishment of flagging process within each agency, and numbers of children identified as at risk.	CSE Strategic Group	September - December 2015
2.1.2 Work with pharmacies to develop a checklist for identifying those at risk of CSE to improve early identification of risk, and information sharing. To include GP dispensing surgeries and school nurses.	Chair of Missing, CSE and Trafficking Group.	<ul style="list-style-type: none"> <li>•Checklist developed</li> <li>•Increase in numbers of children flagged to MASH</li> <li>•Increase in risk assessments undertaken</li> </ul>	CSE Strategic Group	30 September 2015

<p>2.1.3 Identification of care providers within Worcestershire to create closer links (see 2.1.2)</p>	<p>Missing Person Co-ordinator within the Police/ Chair of Missing, CSE and Trafficking Group.</p>	<ul style="list-style-type: none"> <li>•List of care providers maintained within Children’s social care – including 16+ and independent providers</li> <li>•Increase in numbers of children flagged to MASH</li> <li>•Increase in risk assessments undertaken.</li> </ul>	<p>CSE Strategic Group</p>	<p>TBC</p>
<p>2.1.4 Embed widely existing screening tool to support the assessment and management of risk (links with 1.3.1)</p> <p>Develop and embed risk indicator toolkit for professionals</p>	<p>Chair of Missing Children, CSE and Trafficking Group</p>	<ul style="list-style-type: none"> <li>•Percentage of referrals where screening tool has been completed</li> <li>•Risk indicator toolkit available for professionals</li> </ul>	<p>CSE Strategic Group</p>	<p>November 2015</p> <p>TBC</p>
<p>2.1.5 Complete full review of existing CSE Pathway to align with CSE Strategy 2015-18</p>	<p>Missing Children, CSE and Trafficking Group</p>	<p>Refreshed pathway in place.</p>	<p>CSE Strategic Group</p>	<p>July 2015</p>

2.2 Develop professional curiosity amongst front line staff to ensure they look for and act on signs of potential CSE (particularly social workers, Health workers and school staff)				
Action	Action Owner	Measure	Accountable Body	Timeframe
2.2.1 Ensure CSE Training Strategy and materials include specific reference to learning about the need to exercise professional curiosity.  (Links to 2.1.1)	Workforce Development Group	Increased reporting of CSE concerns across all key partners.	Improving Frontline Practice Sub Group	November 2015
2.3 Identification of vulnerable children who have the potential to become perpetrators				
Action	Action Owner	Measure	Accountable Body	Timeframe
2.3.1 Scope national good practice in the emerging field of understanding children who have the potential to become perpetrators.	YOS within Missing Children, CSE and Trafficking Group	Scoping completed within time scale	Vulnerable Children Sub Group	November 2015
2.3.2 Review toolkit to assist professionals to identify children who have the potential to become perpetrators.	YOS within Missing Children, CSE and Trafficking Group	Toolkit produced and promoted through WSCB website.	Vulnerable Children Sub Group	January 2016

2.4 Promote the crucial importance of effective information sharing				
Action	Action Owner	Measure	Accountable Body	Timeframe
2.4.1 Develop an information sharing agreement between all partners which differentiates between different levels of information required and the processes for sharing information	Chair of MASH Operational Group	<ul style="list-style-type: none"> <li>•Establishment of internal information sharing pathways within and between agencies re CSE</li> <li>•Increase in numbers of children flagged to Access Centre</li> <li>•Increase in numbers of children flagged to MASH</li> <li>•Increase in risk assessments undertaken</li> </ul>	CSE Strategic Group	July 2015



<b>Key Priority 3</b>				
<b>Intervention and Support</b>				
Overarching priority: Drawing on models of recognised good practice to develop local responses ; tailoring intervention and support to individuals; and mapping and publicising a range of available intervention/support services				
<b>Key Target Areas/Objectives</b>				
3.1 Develop different methods/casework suited to CSE				
<b>Action</b>	<b>Action Owner</b>	<b>Measure</b>	<b>Accountable Body</b>	<b>Timeframe</b>
3.1.1 Each child or young person identified at risk of CSE or experiencing CSE has a completed CSE risk assessment and management of risk plan	Chair of Missing Children, CSE and Trafficking Group /Chair of CSE Panel	<ul style="list-style-type: none"> <li>•Proportion of completed assessments and risk management plans</li> <li>•Repeat MACFA findings demonstrate robust risk management plans</li> </ul>	CSE Strategic Group	November 2015
3.1.2 Develop links with adult safeguarding to ensure transition for those young adults still at risk of exploitation.	Independent Chairs	<ul style="list-style-type: none"> <li>•Adult safeguarding representative on Missing Children, CSE and Trafficking Group; MASH</li> <li>•Transition protocol for those from children’s social care to adult social care updated to refer to CSE</li> <li>•Providers for 16+ have clear pathway written for CSE safeguarding for client.</li> </ul>	Worcestershire Safeguarding Children Board	December 2015

3.1.3 Develop CSE Communication strategy for a range of media and audiences  (Links with 1.1)	Steve Eccleston/Helen Blake	CSE Communications Strategy in place	CSE Strategic Group	October 2015
3.1.4 Develop protocol for information sharing and management of risk re CSE with care providers to include the flagging of CSE concerns when children are placed in or outside of county.	Siobhan Williams	<ul style="list-style-type: none"> <li>•Protocol established and embedded</li> <li>•Increase in children flagged as being at risk of CSE</li> <li>•Evidence that risk management plans are in place.</li> </ul>	CSE Strategic Group	July 2015
3.2 Develop victim and family specialised support				
<b>Action</b>	<b>Action Owner</b>	<b>Measure</b>	<b>Accountable Body</b>	<b>Timeframe</b>
3.2.1 Undertake a needs assessment to map existing support services and to identify gaps in provision for children at risk of CSE  (To include research into established good practice)	Ellen Footman/Hannah Needham	Assurance that appropriate services are in place	CSE Strategic Group	TBC

<p>3.2.2 Ensure West Mercia SARC has adopted training, facilities and pathways to address the needs of sexually exploited children and young people in Worcestershire.</p>	<p>The Glade management reporting through Missing children, CSE and Trafficking Group</p>	<ul style="list-style-type: none"> <li>• Assurance that SARC links directly with CSE pathway</li> <li>• Documented evidence of CSE provision for staff within the SARC.</li> </ul>	<p>CSE Strategic Group</p>	<p>TBC</p>
<p>3.3 Develop community safety, regulatory and taxi licensing functions (consider a Partnership Enforcement Team)</p>				
<p><b>Action</b></p>	<p><b>Action Owner</b></p>	<p><b>Measure</b></p>	<p><b>Accountable Body</b></p>	<p><b>Timeframe</b></p>
<p>3.3.1 District Community Safety Partnerships Tasking Groups to receive CSE intelligence and implement a partnership response to identified 'hot spots' in consultation with the Missing Children, CSE and Trafficking Group</p>	<p>Community Safety Partnership (North and South)</p>	<p>CSP multi-agency action plan in place for each identified 'hot spot'.</p>	<p>Safer Communities Board</p>	<p>TBC</p>
<p>3.3.2 Community Safety Partnerships to encourage links with existing prevention and disruption strategies, e.g. Nightsafe and Street Pastor initiatives</p>	<p>Community Safety Partnership (North and South)</p>	<p>Completion of actions contained within CSP Partnership Plan (North and South)</p>	<p>Safer Communities Board</p>	

<p>3.3.3 Community Safety Partnerships to develop and incorporate CSE responsibilities within their annual Partnership Plan, taking a proactive approach to identification, risk assessment and evidence gathering</p>	<p>Community Safety Partnership (North and South)</p>	<p>CSE responsibilities clearly set and monitored as part of the North and South Partnership Plan.</p>	<p>Safer Communities Board</p>	<p>TBC</p>
<p>3.3.4 Undertake a CSE awareness raising campaign with Hackney carriage and private hire licenced drivers/operators</p>	<p>Worcestershire Regulatory Services</p>	<ul style="list-style-type: none"> <li>•Guidance issued to all licence holders upon annual renewal of licences</li> <li>•CSE awareness raising rolled out through district taxi forums and liaison meetings</li> </ul>	<p>TBC</p>	<p>TBC</p>
<p>3.3.5 Undertake a CSE awareness raising campaign with licenced premises in in partnership with the CSP District Tasking Groups, e.g. Nightsafe in Worcester Pub Watch in Redditch and Bromsgrove town centres</p>	<p>Worcestershire Regulatory Services and Community Safety Partnerships</p>	<p>Issuing and dissemination of information to licenced premises with a focus on 'hotspot' areas</p>	<p>TBC</p>	<p>TBC</p>

3.3.6 District Council Licence Committee Members to be made aware of CSE responsibilities	Worcestershire Regulatory Services	CSE awareness training is incorporated into Licence Committee Member inductions	TBC	TBC
3.3.7 Develop CSE guidance for Bed and Breakfast providers, hostels and HMO Licencing	District Council Strategic Housing Officers	Guidance developed and disseminated.	TBC	TBC
3.3.8 Review the need for a partnership enforcement team following refreshed problem profile and increased awareness raising	TBC	Review completed and decision made.	CSE Strategic Group	March 2016

**Key Priority 4****Pursue and Disrupt:**

Overarching priority: Being pro-active across multi agency partnerships to identify, disrupt and prosecute perpetrators of child sexual exploitation through criminal or civil means

**Key Target Areas/Objectives**

4.1 Align cross-border arrangements with neighbouring areas/regions

Action	Action Owner	Measure	Accountable Body	Timeframe
4.1.1 To ensure that appropriate intelligence is shared regionally with partners	Steve Eccleston	Evidence of sharing at regional level	Police Strategic CSE Group	TBC
4.1.2 To ensure relevant intelligence from areas other than Worcestershire is shared with partners to maximise safeguarding	DI Nigel Jones	Effective CSE problem profile incorporating multi-agency information and regional threats and intelligence	CSE Strategic Group	TBC
4.1.3 Embed PPRC (People Presenting a Risk to Children) information sharing within agencies to ensure that those who perpetrate CSE within statutory and	Missing Children, CSE and Trafficking Group	PPRC information guidance published on WSCB website.	CSE Strategic Group	TBC

collaborating agencies are identified and managed accordingly (Links to 2.4.1)				
4.2 Develop an ongoing problem profile, mapping hot spots and keep relevant agencies informed				
<b>Action</b>	<b>Action Owner</b>	<b>Measure</b>	<b>Accountable Body</b>	<b>Timeframe</b>
4.2.1 Production of an annually refreshed Alliance CSE problem profile, to be informed by data from police and other partners	Steve Eccleston	Document to be made available annually to the LSCB.	CSE Strategic Group	TBC
4.2.2 LSCB to agree a common dataset for CSE in line with national good practice	Steve Eccleston	Dataset agreed and implemented	CSE Strategic Group	TBC
4.3 Use criminal and civil powers wherever possible to bring to justice perpetrators who exploit and abuse children				
<b>Actions</b>	<b>Action Owner</b>	<b>Measure</b>		<b>Timeframe</b>
4.3.1 Utilise ancillary and civil orders to maximum effect to assist investigation, restrict and manage offenders and support victims	Police/YOS/Probation/CRC	<ul style="list-style-type: none"> <li>•Data showing numbers and type of orders obtained</li> <li>•Number of breaches of orders</li> <li>•Number of abduction notices served</li> </ul>	CSE Strategic Group	November 2015

4.3.2 CSE investigations are driven by appropriately accredited staff	Police	Numbers of SC Abuse Investigation Development Programme and Achieving Best Evidence accredited investigators	CSE Strategic Group	Nov 2015
4.3.3 Adoption of appropriate screening tool to assist in identification of CSE	Police	Increase in numbers of children identified	CSE Strategic Group	TBC
4.3.4 Maximise potential for forensic recovery with appropriate investigative strategies and training for officers	Police	Compliance with HMIC child protection recommendations and delivery of Alliance CSE Action Plan	CSE Strategic Group	TBC
4.3.5 Establish a proper framework to investigate on-line CSE, appropriately resourced, with the necessary skill set	Police	<ul style="list-style-type: none"> <li>•Utilise a Nationally accredited risk assessment tool for on-line CSE</li> <li>•Toolkit for officers for on-line CSE</li> </ul>	CSE Strategic Group	September 2015
4.3.6 Ensure that hi-tech capabilities are keeping pace with new and emerging patterns of offending and able to meet increasing demand	Police	Sufficient resources within the Hi-tech capability and equipment to meet demand	CSE Strategic Group	TBC