Sutton Local Safeguarding Children Board (LSCB)

STRATEGY FOR SAFEGUARDING CHILDREN FROM SEXUAL EXPLOITATION (CSE) 2015-2018

Owner: Sutton LSCB
Author: Camilla Webster, LSCB Business manager
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Contact: suttonlscb@sutton.gov.uk

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FOREWORD

As the Independent LSCB Chair, I have a duty to respond to and make decisions about serious child protection incidents. It is also my role to scrutinise and challenge multi-agency responses to Child Sexual Exploitation (CSE) to identify critical issues and drive improvements across the partnership. In recent years, a number of national inquires have highlighted the scale and the complexity of the problem of CSE. We know that CSE is not limited to any particular geography, ethnic or social background. It happens everywhere and has far reaching consequences for victims, their families and the wider community.

All professionals should assume that CSE is happening in Sutton and take proactive action to prevent it. This cannot be tackled by agencies themselves and this strategy makes it clear that CSE is a shared responsibility and not just for the Local Safeguarding Children Board. Tackling CSE needs the help of all professionals in contact with children and young people, elected members at all levels and the wider community. No-one should be afraid to raise these issues in their work place or in the community where they live.

I have made CSE a priority for Sutton LSCB and earlier this year we delivered a local CSE conference which focused on "how can you be sure that you know the extent of CSE problems in Sutton?''. This strategy has been written to reinforce the need for local leaders, in the light of national inquiry findings, to take responsibility for a programme of work that is organised under four work streams: Prevention, Identification, Protection and Prosecution.

The strategy will be implemented through a three year CSE business plan and relies on the commitment of staff at all levels of organisations to do all they can to ensure strategic actions makes a real difference on the ground. It also looks to voluntary sector partners and the wider community to keep children and young people safe from CSE; and to help those who have faced the horrendous and destructive consequences of CSE related crime to get the help they and their families need to rebuild their lives.

Christine Davies

Christine Davies CBE, Independent LSCB Chair

1. INTRODUCTION

Tackling Child Sexual Exploitation (CSE) must be a shared responsibility and requires a clear strategic direction to ensure that multi-agency responses are well coordinated across the LSCB partnership. CSE is a significant challenge for all local services and has serious long-term and lasting effects on every aspect of a child or young person's life and future life opportunities.

The document outlines the overarching approach and should be read alongside the CSE multi-agency practice toolkit, which focuses attention on how policy and strategic developments will have an impact on performance on the ground. There are also links between this strategy and other strategies and practice areas in Sutton. When combined, these documents support a comprehensive and coherent borough-wide response that is needs-led and outcomes-focused.

The strategy relates to all professionals who come into contact with children and young people in Sutton. It sets out roles and responsibilities in respect of leadership and accountabilities by the Local Safeguarding Children Board (LSCB) to assure the public that there is an effectively coordinated approach to addressing CSE in Sutton.

The common principle is that an integrated, proactive, child-centred approach is required and that professionals must recognise the important role of parents and carers to tackle and reduce the risk of CSE. It covers four key specific themes: Prevention, Identification, Protection and Prosecution. These themes are linked to research and local intelligence about risk factors and prevalence of CSE. At the end of the strategy there is a specific section on the importance of empowering and supporting children and young people to access victim support services.

2. BACKGROUND

In 2013, the Department for Education (DfE) transferred responsibility for CSE to the Home Office, which established a national working group on Sexual Violence against Children and Vulnerable People. The group identified a comprehensive programme of work to promote action to prevent CSE, protecting children online, facilitating effective police interruption of perpetrators and ensuring that victims are at the heart of the criminal justice system. In 2014, the Ministry of Justice transferred responsibility for the availability of victim services, including victims of CSE, to the new Police and Crime Commissioners. In the same year, the Department of Health (DH) accepted all the recommendations for an improved health response to CSE from the Royal Colleges and other child and health stakeholders.

In 2014, the Independent Inquiry into CSE in Rotherham highlighted widespread failure to address sexual abuse across multiple agencies, with the spotlight on local level accountability in tackling CSE.

The Coffey Report highlighted local gaps in services and made recommendations to agencies and the Government about the progress still needed to address sexual exploitation across Manchester. The publication of the Ofsted thematic inspections of eight local councils, as a consequence of the Rotherham Inquiry, made recommendations to improve local practice. The Communities and Local Government Select Committee Inquiry into CSE in Rotherham underlined lessons for local councils, making a number of recommendations, particularly about the role of council scrutiny.

In 2014, the London Safeguarding Children Board launched the *Pan London Operating Protocol*, which brought together a set of procedures on how to tackle CSE for all 32 London Boroughs, to ensure a consistent approach was being taken across the capital. The primary aim of the Protocol is to safeguard children and young people across London from CSE. It is designed to raise awareness, safeguard children and young people, enable identification of perpetrators of CSE and bring them to prosecution. The Protocol has established three categories of CSE and the first category, Level 1, is used when there is suspicion of CSE, but no evidence as to what is happening. This is recorded on the police system, so that if there are further suspicions at a later point in time, then there is more evidence to support the case. Level 2 and 3 cases are more serious and dealt with by the centralised Metropolitan Police Service CSE Team.

Sutton LSCB's CSE strategy refers to the *Pan London Operating Protocol* to raise awareness of CSE and sets out an expectation that practitioners should apply the Protocol to coordinate multi-agency responses to CSE in Sutton. It is, however, not sufficient to rely completely on Pan London procedures as these must be specifically tailored to the needs of the local area. The strategy is therefore accompanied by a Sutton CSE toolkit that allows all agencies, including the voluntary sector, to identify their role and understand how others will contribute to tackling CSE locally.

3. DEFINITION

This strategy uses the nationally agreed Association of Chief Police Officers (ACPO) definition of CSE, which also underpins the Metropolitan Police Service's *Pan-London Child Sexual Exploitation Operating Protocol* (MPS, 2013) and the *London Child Protection Procedures*.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where the young person (or third person/s) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. CSE can occur through the use of technology without the child's immediate recognition; for example being persuaded to post images on the internet / mobile phones without immediate payment or gain.

Violence, coercion and intimidation are common. Involvement in exploitative relationships is characterised by the child or young person's limited availability of choice as a result of their social, economic or emotional vulnerability.

A common feature of CSE is that the child or young person does not recognise the coercive nature of the relationship and does not see themselves as a victim of exploitation.

4. PRINCIPLES

The *CSE statutory guidance* (2009) and *Working Together to Safeguard Children* (2015) highlight the following key principles which are set out in the *London Child Protection Procedures*:

- Sexually exploited children should be treated as victims of abuse, not as offenders;

- Sexual exploitation includes sexual, physical and emotional abuse and, in some cases, neglect;

- Children do not make informed choices to enter or remain in sexual exploitation, but do so from coercion, enticement, manipulation or desperation;

- Child Sexual Exploitation covers a range of offences which will need differing responses from a range of agencies;

- Young people who are sexually exploited or at risk of will have varying levels of need, may have multiple vulnerabilities and be caught up in different risks situations. This calls for a multi-agency response and good coordination;

- Many sexually exploited children have difficulty distinguishing between their own choices and the sexual activities they are coerced into;

- Law enforcement must direct resources against the coercers and sex abusers, who are often adults, but could also be the child's peers. However, it is important to recognise that these young people may also be victims themselves;

- Sexually exploited children are children in need of services under the *Children Act* 1989 and 2004. They may also be children in need of immediate protection;

- A multi-agency network or planning meeting / discussion should take place for all children considered at risk of sexual exploitation. Child protection procedures should always be followed as appropriate in relation to the risk assessment.

In addition, Sutton LSCB has adopted the following two key principles:

- Parents should receive information to raise awareness and measures should be in place to prevent harm and help them safeguard their children;

- Services should focus on prevention and intervening as early as possible and be based on engagement with the child to fully address individual needs.

5. AIMS AND OBJECTIVES

This strategy has the following four main aims:

1. To raise awareness and set out expectations about the need to identify children and young people at risk of exploitation, in order to protect them and safeguard them from further risk of harm
2. To instill public confidence that LSCB partners collectively and individually take responsibility for safeguarding children from CSE and that local services perform their safeguarding duties effectively
3. To ensure that local intelligence is shared within the multi-agency partnership to enable appropriate action to be taken against those who sexually exploit children
4. To support and empower children and young people to seek help and protection from all forms of CSE and to ensure that victims are supported.

This will be achieved through the following five core objectives, linked to priority work streams, and embedded within the three-year CSE business plan:

LEADERSHIP, MANAGEMENT AND COORDINATION
Objective 1: To ensure that there are clear lines of management accountability for effective coordination at local level.

PREVENTION
Objective 2: To reduce the risks of children and young people becoming victims and making it more difficult to exploit children through CSE public awareness raising and educational programmes.

IDENTIFICATION
Objective 3: To increase the number of children identified as at risk of CSE, or having experienced CSE, through effective routine inquiry in direct contact with children and young people in universal and targeted services.

PROTECTION
Objective 4: To ensure that reported CSE professional concerns are processed effectively through a multi-agency pathway referral and assessment process.

PROSECUTION
Objective 5: To improve CSE gathering and analysis of local intelligence about the prevalence of CSE.

6. STATUTORY REQUIREMENTS AND LOCAL GOVERNANCE

6.1 National policy developments

Sexual exploitation of children is an area of national concern following a number of high profile prosecutions, Serious Case Reviews and publications of extensive research into the subject. It has resulted in leadership and accountabilities being addressed at Government level, most recently in the response to the Professor Jay report into the inquiry into CSE in Rotherham. The statutory responsibilities of local agencies, including councils, are set out in the 2009 supplementary guidance on CSE. The 2011 *National Action Plan* further clarifies these and brings together a range of commitments from national and local partners. Statutory requirements from these documents include:

• Mechanisms should be in place to assess and identify patterns of exploitation (problem profiling) and collect prevalence data and monitor cases of CSE;

• LSCBs should have specific local procedures to cover CSE (e.g. a strategy) and preventative activity should be put in place, identifying and helping those being exploited and targeting perpetrators;

• Training should include warning signs of CSE, how to report concerns, how to safeguard and how to prevent;

• Awareness-raising activities should be aimed at young people and the general public, including where to obtain help and how to report CSE;

• LSCB subgroups should be established to lead on CSE that also consider associated risk factors e.g. missing children;

• LSCBs should ensure there is a lead person in each organisation to implement guidance;

• Arrangements should be in place for either a dedicated coordinator or co-located team and cross border working across neighbouring local authority areas;

• There should be periodic audits of multi-agency safeguarding arrangements to protect children from CSE.

6.2 Brief literature review

A brief literature review was undertaken for the purpose of this strategy, based on the references included at the end of this strategy, to ensure that key findings from research and emerging best practice informs the strategic direction for tackling CSE in Sutton. For example, there is a specific duty placed on local leaders to take responsibility for addressing the failure shown by the Professor Jay reports and inspections of local services.

The Government's response addresses issues in respect of the LSCB's role to assess the effectiveness of local responses to CSE and to publish the outcome of these assessments. Measures will be taken to improve the quality of national data collection. This will include data on prevalence of child sexual abuse and greater scrutiny of the LSCB multi-agency system, to examine how effectively data is used to improve outcomes for children. The response sets out the following specific objectives:

1. To improve the early identification and reporting of concerns by professionals and the public
2. To create a culture where the health service and health professionals are spotting the signs of CSE early and are supported in sharing information with others
3. To improve the identification of victims and survivors by the police and the support to victims during investigations into CSE
4. To make it absolutely clear when and how personal information can and should be shared with other agencies for the purposes of child protection by publishing information sharing guidance (available in references)
5. To ensure that professionals feel confident to speak out when they are concerned their organisation is not protecting children and all safeguarding organisations having whistleblowing policies in place (to be subject of examination by multi-agency inspections)
6. To improve local responses to CSE, which includes recognising that vulnerability to CSE is much greater when children go missing, or are placed in care outside the local authority that has responsibility for them. Children with learning difficulties are also particularly vulnerable
7. To better protect children who go missing or who are placed in care; for example, data and an analysis of the children who go missing from home or care must be included in regular reports to council members and to the LSCB
8. Commence new powers for the Police in March 2015 to disrupt and prevent offending

A series of national reports and Serious Case Reviews have all pointed to improvements that need to be made across the safeguarding system in relation to CSE. There are also detailed research studies and reports from a range of organisations, including the University of Bedfordshire, the Office of the Children's Commissioner, Barnardo's, Local Government Association and NSPCC (see reference list).

This literature review raises a number of questions for reflection; for example, in respect of links to missing children and human trafficking. It is commonly recognised that missing children and human trafficking are well-known features of CSE patterns and trends. The Children's Commissioner's Inquiry highlighted the link between children going missing and CSE, as well as the Home Affairs Select Committee report on CSE and the response to localised grooming. The Local Government Association (LGA) developed a resource pack intended to help raise awareness of CSE that provides key messages from research and case studies into CSE.

The overall message is that coordinated responses must include identification and assessment of associated risk abuse factors; and that there is a body of evidence of children and young people running away from harm that makes them particularly vulnerable to CSE. The section on CSE factors expands on associated forms of risky behavior and harm that are likely to feature in CSE multi-agency working.

6.3 Learning from Serious Case Reviews (SCRs) into CSE

Key findings from learning from CSE SCRs focus on leadership and accountability for multi-agency working. There is a strong emphasis on scrutiny of systematic and prioritised multi-agency cooperation. Formal systems are needed in order to guarantee transparency and accountability in respect of roles and responsibilities; good information sharing; specialist CSE services should be integrated into the overarching strategy, and; a clear policy for escalating concerns across agencies. The NSPCC's analysis of SCRs into CSE also makes key points about the need to identify and deal with perpetrators, such as that relationships 'normalise' intimate relationship abuse.

6.4 Local governance arrangements

The Independent LSCB Chair has a key role to influence and steer the CSE strategic coordination and meetings are held regularly with the Sutton Council Chief Executive, the Chair of the Health and Well-Being Board and the Chair of the Safeguarding Adults Board. The Borough Commander is a member of the LSCB and has an important role to ensure that the Sutton Safer Community Strategy and other related public community safety strategies are coordinated with the LSCB CSE strategy.

The implementation of this strategy requires effective governance arrangements to challenge and hold partners to account for the delivery of the CSE action plan, which is the tool for realising the goals and objectives of this strategy. The LSCB Board will make CSE a standing agenda item in the first year to ensure that effective progress is made towards implementing the strategy.

The Multi-Agency Sexual Exploitation strategic group (MASE) was given the status of a LSCB subgroup in 2015 and the Terms and Reference (Appendix 2) set out the roles, responsibilities and timescales for implementing the three-year action plan and the annual delivery plan. It is the responsibility of the LSCB Quality Assurance Subgroup to monitor that the MASE operational group functions effectively and escalates any concerns through its highlight report to the LSCB Board. This report has a risk rating that will feed into the Independent LSCB Chair's issue and risk log to ensure that prompt action is taken to address any outstanding priorities.

A key concern of the MASE strategic group is to ensure that a CSE risk assessment approach is fully implemented and embedded within multi-agency practice. There is a need to keep risk assessment and case audit tools under constant review due to the speed with which the CSE evidence base is developing nationally and Pan-

London. The diagram below is an illustration of governance arrangements to oversee the implementation of this strategy.

Diagram 1: CSE LSCB leadership and governance arrangements
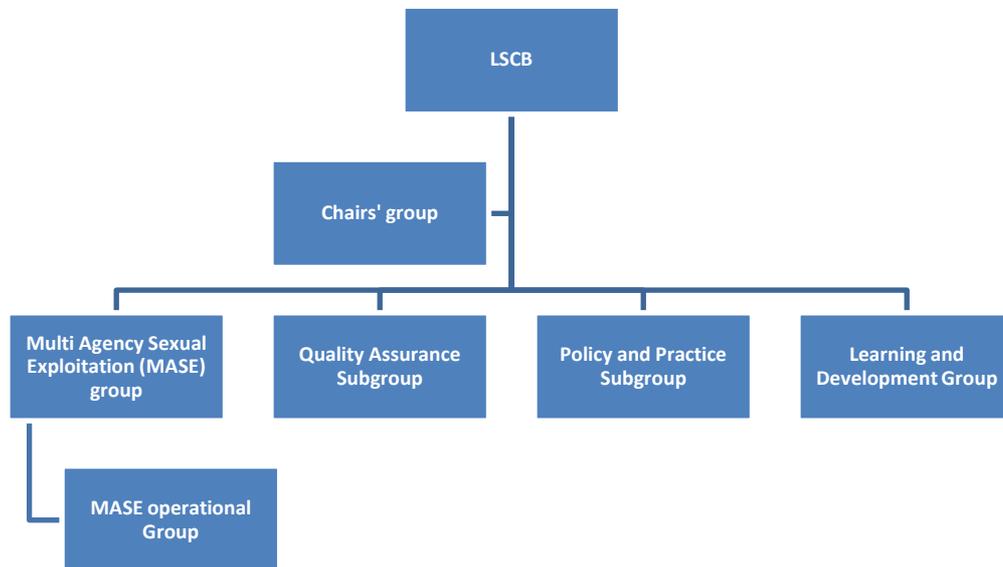
7. RESOURCES

The LSCB recognises that there is a requirement for effective CSE coordination at both a strategic and operational level and that this requires adequate resourcing from across the partnership. This is in respect of coordination of data collection and intelligence gathering on the ground, as well as a practice coordinator to support MASE operational priorities.

Sutton Council's corporate policy team will provide strategic support to deliver the three-year CSE action plan and annual delivery plan. The Head of the corporate policy team is a LSCB member and the Chair of the LSCB Policy and Practice group and will report directly to the Board on the progress of the implementation of the CSE strategy.

8. KEY FACTORS

There are a number of models that describe the different routes through which young people are drawn into sexual exploitation, the most common of which are depicted below; taken from the *London Child Protection Procedures*. It is important to note that these are not static and young people are drawn in and out of them.

Children and young people who are the victims of CSE often do not recognise that they are being exploited. However, there are a number of signs that a child may be being groomed for CSE; with unauthorised absences from school and missing from home or care episodes currently the most significant indicators of CSE. To assist in remembering potential signs and behaviours, the mnemonic 'SAFEGUARD' has been created within the *Pan-London CSE Operating Protocol*:

- **S**exual health and behaviour concerns
- **A**bsent from school or repeatedly running away from home or care
- **F**amilial abuse and/or problems at home
- **E**motional and physical condition
- **G**angs, older age groups and involvement in crime
- **U**se of technology and sexual bullying
- **A**lcohol and drug misuse
- **R**eceipt of unexplained gifts or money
- **D**istrust of authority figures

For children who are already being sexually exploited there could also be evidence of: repeat sexually-transmitted infections, pregnancy and terminations; self-harm and thought or attempts at suicide. The Barnardo's *Sexual Exploitation Risk Assessment Framework* identifies a range of risk factors for CSE relating to family circumstances such as: living in chaotic and dysfunctional families; a history of abuse and disadvantage and problematic parenting, whilst also recognising that CSE is

happening everywhere and not limited to specific social backgrounds. For example, children who have learning disabilities, suffered loss and bereavement, have low self-esteem and are socially isolated are found in CSE research and enquiries.

All organisations involved with children should therefore be able to recognise the above risk indicators; such as schools, youth services, voluntary sector organisations and health. The LSCB is supporting all its partners to raise awareness and develop knowledge about the key factors of CSE through a comprehensive multi-agency training programme and a CSE practice toolkit with resources to tackle CSE.

9. LOCAL NEEDS

9.1 National information about the profile of CSE

The Children's Commissioner's (OCC) Inquiry into CSE (2013) provides useful information about the profile of CSE and links to children going missing. The Inquiry estimated that at least 16,500 children were at risk of CSE and that 2,409 children were confirmed as victims of CSE in 2011. The majority of victims experiencing CSE were girls; out of the children identified through the Inquiry's call for evidence, 72 per cent were girls and 9 per cent were boys. The average age of children experiencing CSE was 15 years old; however, there was a cohort of 10 to 14 year old victims, with some incidences of younger children being sexually exploited.

The number of recorded sexual offences against children increased by between 12 per cent and 39 per cent in 2013/14 compared with the previous year. This surge could partially be accounted for by an increased willingness to report CSE related sexual offences (NSPCC, 2015).

In terms of the links between CSE and children going missing from home and care, of the sexually exploited children who were interviewed during the Inquiry, 70 per cent had gone missing from home and 65 per cent were not attending schools. 58 per cent of evidence submissions stated that children had gone missing from home or care as a result of CSE. The report of the Children's Commissioner's inquiry into CSE in gangs and groups (2012) presented evidence of children being abducted and held with limited access to food, water and washing facilities.

In 2013, the National Crime Agency estimated that there were 602 child victims of trafficking, up 10 per cent from 549 in 2012. Of the total, 394 (65 per cent) were female, 177 (30 per cent) were male and in 31 (5 per cent) of the cases the gender was unknown. The National Crime Agency's data shows the most prevalent exploitation types for trafficked children were sexual exploitation (236, i.e. 40 per cent) and criminal exploitation (112, i.e. 19 per cent). The source of this data analysis is the *How Safe are our Children* (2015) report by NSPCC.

All the children interviewed for the OCC Inquiry reported experiencing physical violence; 41 per cent had drug and alcohol problems as a result of CSE; 32 per cent

identified children self-harming as a result of CSE; 27 per cent raised concerns about the victim's mental health and 33 per cent a negative impact on children's sexual health.

9.2 Local CSE profile

In the last few years, local authorities have been requested to undertake a multi-agency risk assessment for CSE to determine the level of need in their area. To understand questions such as prevalence and how cases that are known to the authorities differ from those that are not, it is important that are standardised data collection methods across children's services agencies in contact with children who are at risk of, or have been subjected to, CSE. It requires a commonly agreed and consistently applied definition of CSE and management information systems that are set up to collect and aggregate data.

The London Safeguarding Children Board is leading on work to develop a Pan-London CSE dataset. In Sutton, the LSCB dataset includes CSE crime related data collected by the Police. The MASE operational group is designed to provide a forum to share information and intelligence to help develop an understanding of individual cases where CSE has been identified. It feeds into the strategic group which is responsible for identifying local CSE trends, perpetrator patterns and local hotspots such as premises or businesses.

In the period of November 2013 until January 2015, the Sexual Exploitation and Runaway Children (SEARCH) group, which has now been replaced by the MASE operational group, considered 56 individual children or young people who had been missing or deemed at risk of sexual exploitation. Of these 56, 16 children were the subject of crime reports to the Police and have been considered high risk, with evidence that suggests they have been sexually exploited. A further six children were deemed at medium risk with some supporting evidence. 18 children were deemed potentially vulnerable to sexual exploitation but with no evidence that it had taken place. The remainder of the children referred were considered to have no concerns substantiated.

The Sutton LSCB dataset is currently the main tool for multi-agency scrutiny of CSE data and is populated with data collected by the Metropolitan Police. It is recognised through the three-year LSCB business plan that further development work is needed before the Board will have access to CSE child profile data to fully inform strategic developments to address the underreporting of CSE related crime. The diagram and table below provides information about suspicion of CSE and CSE related crime in the period 1 August to 31 July 2015.

Diagram 2: Suspicion of CSE and CSE related Crime (London) 2014-15
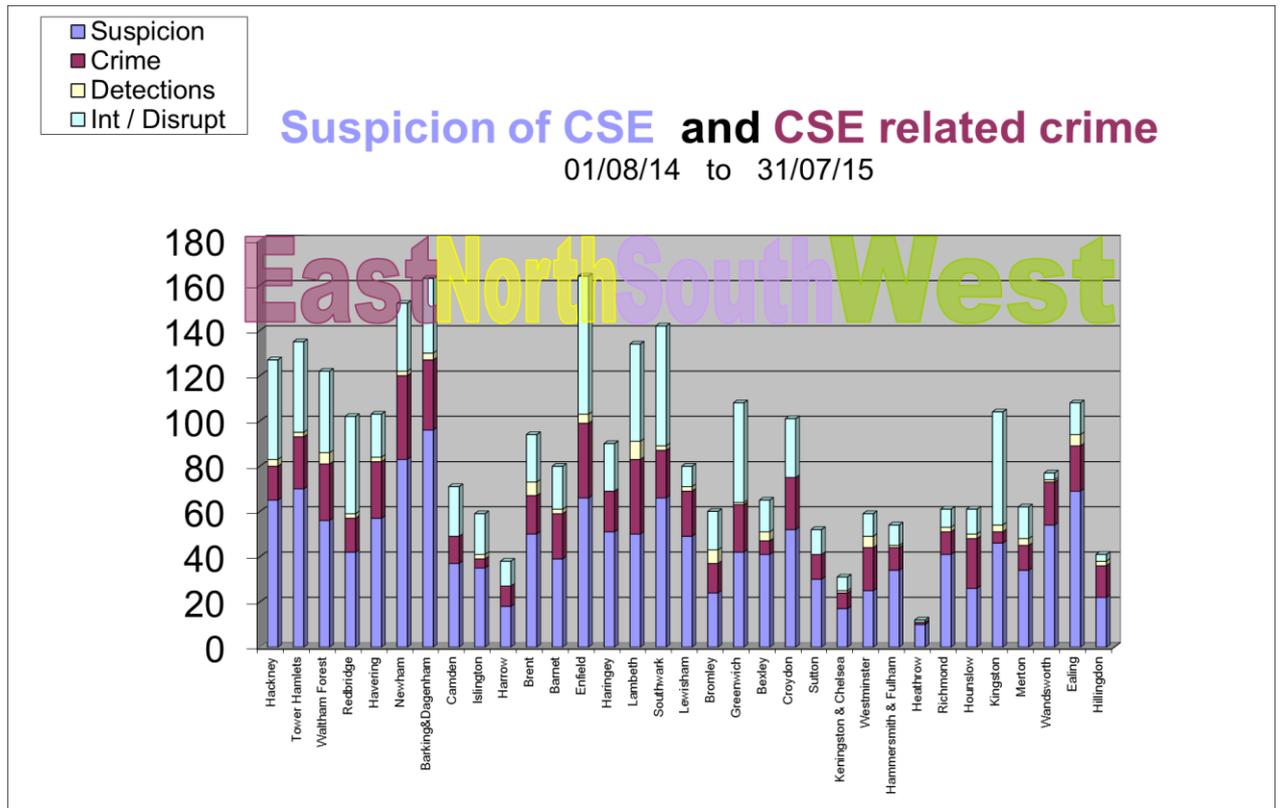
The diagram shows that there are considerable variances both across different parts of London and within regional boundaries. East London has the greatest level of suspicion of CSE and CSE related crime. Sutton is in the South cohort and falls within the cohort of the lowest rates of CSE related crime.

Table 1: Breakdown of suspicion and CSE related reported crime in London 2014-15

Station	BOCU	Suspicion	Crime	Int / Disrupt	Detections	Region
Hackney	GD	65	15	44	3	East
Tower Hamlets	HT	70	23	40	2	East
Waltham Forest	JC	56	25	36	5	East
Redbridge	JI	42	15	43	2	East
Havering	KD	57	25	19	2	East
Newham	KF	83	37	30	2	East
Barking&Dagenham	KG	96	31	33	3	East
Camden	EK	37	12	22	0	North
Islington	NI	35	4	18	2	North
Harrow	QA	18	9	11	0	North
Brent	QK	50	17	21	6	North
Barnet	SX	39	20	19	2	North
Enfield	YE	66	33	61	4	North
Haringey	YR	51	18	21	0	North
Lambeth	LX	50	33	43	8	South
Southwark	MD	66	21	53	2	South

Station	BOCU	Suspicion	Crime	Int / Disrupt	Detections	Region
Lewisham	PL	49	20	9	2	South
Bromley	PY	24	13	17	6	South
Greenwich	RG	42	21	44	1	South
Bexley	RY	41	6	14	4	South
Croydon	ZD	52	23	26	0	South
Sutton	ZT	30	11	11	0	South
Kensington & Chelsea	BS	17	7	6	1	West
Westminster	CW	25	19	10	5	West
Hammersmith & Fulham	FH	34	10	9	1	West
Heathrow	ID	10	1	1	0	West
Richmond	TW	41	10	8	2	West
Hounslow	TX	26	22	11	2	West
Kingston	VK	46	5	50	3	West
Merton	VW	34	11	14	3	West
Wandsworth	WW	54	19	3	1	West
Ealing	XD	69	20	14	5	West
Hillingdon	XH	22	14	3	2	West
	Total	1497	570	764	81	

By analysing the data in the above table, it is possible to conclude that CSE is a significant issue for Sutton LSCB, although not on a scale of neighbouring council Croydon, which has more than twice as many reported CSE crime incidents. Other London Councils report a crime rate that is three times higher or more, with inner London featuring most prominently. It is, however, generally understood that CSE is underreported and the above figures are only an indication of the prevalence of CSE in respect of the outcome of police crime prevention activity.

The next section explains that there is a dedicated work stream to improve the identification of CSE and that the key to increasing the reporting of CSE is effective intelligence gathering at local level.

9.3 CSE awareness and prevention

Two national surveys undertaken by Parents Against Child Sexual Exploitation (PACE), in partnership with Virtual College's Safeguarding Children e-Academy (2013), identified that 40 per cent of parents were not confident in recognising the difference between CSE and normal challenging adolescent behavior; only a quarter of parents see unsupervised use of social networking chat rooms/sites as a risk factor linked to higher risks of a child being a victim of CSE, and 75 per cent of parents would expect schools to tell them if they knew that some pupils were being sexually exploited or were at risk of sexual exploitation.

The Health Working Group Report on CSE (2014) emphasised Health's primary responsibility for commissioning and delivering local recovery services for children harmed by CSE. It recommended that local health commissioners promote a joined up response with partners' agencies through care and referral pathways and, where

appropriate, engage non-statutory services in delivering or co-delivering these services. There are specific issues to consider in respect of commissioning treatment services for children who have been exposed to CSE and require specialist interventions.

10 CSE BUSINESS PLANNING AND PERFORMANCE FRAMEWORK

10.1 CSE Business planning framework

A three-year CSE business planning framework has been designed to ensure that the aims and objectives of this strategy are taken forward within the MASE strategic group. At the top, there is an overarching, crosscutting leadership, management and coordination work stream to ensure that there are clear lines of accountability for management and coordination, both in respect of multi-agency working and at all levels of each single agency organisation. Below there are four specific work streams which relate to Prevention, Identification, Protection and Prosecution. There is then a standalone CSE communication plan with arrangements for developing and distributing awareness raising material. These are broken down into SMART objectives in the CSE business plan. Some work is already underway, as well as identified areas for developments.

CSE LEADERSHIP, MANAGEMENT AND COORDINATION

Work stream 1: PREVENTION - to prevent children and young people experiencing or continuing to experience sexual exploitation by reducing the risks of becoming victims and making it more difficult to exploit children.

Work stream 2: IDENTIFICATION - to ensure that we identify locations and individuals or groups who sexually exploit, whilst also identifying early indicators relating to individual children and young people in order to protect them from harm.

Work stream 3: PROTECTION – Safeguard children identified at risk of CSE or have suffered actual harm due to the experience of CSE.

Work stream 4: PROSECUTION – Identifying offenders, disrupting and stopping their activity. Bringing perpetrators to the criminal justice system. Ensuring that children are being treated as victims when exposed to CSE related crime.

COMMUNICATION STRATEGY TO RAISE AWARENESS ABOUT CSE

The four work streams are based on key CSE principles from the *London Child Protection Procedures* and the two additional Sutton LSCB specific principles about parental involvement and children's engagement to reduce the risk of CSE.

The three-year CSE business plan (Appendix 3) incorporates the 'leadership, management and coordination' work strand and the 'prevention, identification, protection and prosecution' work strands. Whilst the aims, strategies and work streams will remain the same for the next three years, priorities are set for one year to then be reviewed and further developed during the lifespan of this strategy.

It is the responsibility of the MASE strategic group to ensure that the CSE business plan is translated into an annual delivery plan and fully implemented in 2015-18. The terms of reference for MASE are set out in Appendix 1. MASE reports to the LSCB Quality Assurance subgroup with regular progress reports to the Board.

10.2 CSE Communication strategy

A separate CSE Communication strategy will form part of this strategy to raise awareness about the risk indicators associated with CSE and sign post to universal, targeted and child in need services in the Sutton. It will address all the work stream priorities and public information material will be developed and distributed to a variety of settings within the wider community.

10.3 CSE performance monitoring

Under *Working Together* (2015) there is a requirement that LSCBs conduct regular assessments on the effectiveness of Board partners' responses to CSE, and to include in the Board's annual report information on the outcome of these assessments. This should include an analysis of how LSCB partners have used their data to promote service improvement for vulnerable children and families, including in respect of sexual abuse. The report should also include appropriate data on children missing from care and how the LSCB is addressing the issue.

An outcomes framework has been designed to be wrapped around the CSE business plan work streams and the activities set out in the MASE CSE annual delivery plan. This is to ensure that progress can be measured against clearly defined standards, performance indicators and expected outcomes. The CSE strategy is embedded within the overall LSCB three-year business plan, which has its own reporting mechanism through scrutiny by the Quality Assurance Subgroup and highlight reports to the LSCB to report any issues or risks.

10.4 CSE self assessment

A separate CSE self-assessment tool will be designed to measure the impact of this strategy. It will be used to assure the Board that progress is made and, when not, that there is a clearly defined process for escalating issues and concerns. Initially this will be to the LSCB Quality Assurance Group, and if not resolved at this level, through

a highlight report to the full Board. The appraisal of effectiveness will be based on the Ofsted criteria for 'good', with an evidence base that draws on both quantitative and qualitative indicators from sources including (but not limited to) the following:

- Data collection in relation to CSE cases (from Frameworki and MASE operational tracking tool)
- Case audits (multi and single agency)
- Police activity data
- Summaries of preventative work, awareness raising and training events
- Performance information and reporting provided by MASH
- Feedback from professionals
- Feedback from young people

When combined, these information sources provide the intelligence needed to support strategic leaders in understanding the impact of services on the overall aim of reducing the risk of CSE in Sutton. Performance management information will also be used to identify areas for development and to guide the reshaping of services to meet local needs.

A first CSE self-appraisal has been undertaken, see table in Appendix 4, which summarises the current LSCB position in respect of Ofsted key inspection findings of 'good' for CSE work in Oxfordshire, in the publication the *Serious Case Review into Child Sexual Exploitation in Oxfordshire* (2015).

The table in Appendix 5 outlines how the key CSE principles, taken from the *London Child Protection Procedures*, fit in under each work stream and also incorporate two additional Sutton specific principles about parental involvement and children's engagement.

Finally, it is the role of the MASE strategic group to benchmark its activities against examples of emerging best practice to tackle CSE within the pan-London network and across the country. The MASE group will work closely with the MASE operational group to ensure that the resources in the CSE practice toolkit are continuously updated to supported professionals at the frontline to have access to evidence based practice resources.

11 CHILD VICTIM SUPPORT

There is a growing body of research and inquiry report findings about the complex factors involved in helping children and young people break free from CSE and overcome the horrendous damage caused by the crimes of CSE. The strategy has victim support embedded within its priority work streams and is based on the following shared multi-agency principles:

- Effective CSE multi-agency planning and coordination is essential to enable a holistic assessment and response to young people's needs and should address provision for victim support

- All decisions and actions should be underpinned by the principles of safeguarding and promoting the 'best interests' of the child under the *Children Act* 1989 and other relevant legislation and statutory guidance

- There must be adherence to good practice guidance on *Safeguarding Children as Victims and Witnesses* (2014) issued by the Crown Prosecution Service for conducting Achieving Best Evidence (ABE) interviews; specifically in relation to rapport building, reducing anxiety, questioning techniques, willingness to let young people have a supporter present and early CPS involvement

- Once a child is affected by CSE, he or she is likely to require support and therapeutic intervention for an extended period of time. Children should not be offered short term intervention only and cases should not be closed prematurely

- Each victim and witness of CSE should be offered access to an independent specialist advocate throughout their engagement with the criminal justice system to enable proper preparation for court, including: pre-trial visits with trained and sensitive personnel; familiarisation with Special Measures; appropriate facilitation of memory refreshing; and pre-trial contact with Barristers. It is also essential to undertake comprehensive safety planning for children's attendance at court, including ensuring the physical set up of courts can facilitate separation of victims and perpetrators and their supporters.

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Sutton Multi-Agency Sexual Exploitation (MASE) Strategic Group

TERMS OF REFERENCE

Introduction

These are terms of reference that apply to the MASE strategic group, which has the status of a LSCB subgroup where members represent and act upon behalf of their individual services.

Overall purpose

The overall purpose of the MASE strategic group is to have the strategic oversight of what is done by the London Borough of Sutton and LSCB Board partners, individually and collectively, to safeguard and protect children from Child Sexual Exploitation (CSE). The group has a key role in overseeing the delivery of the LSCB Child Sexual Exploitation (CSE) strategy and the annual CSE delivery plan.

Definition

The MASE strategic group uses the nationally agreed Association of Chief Police Officers (ACPO) definition of child sexual exploitation, which also underpins the Metropolitan Police Service's *Pan-London Child Sexual Exploitation Operating Protocol* (MPS, 2013) and *London Child Protection Procedures*.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where the young person (or third person/s) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child sexual exploitation (CSE) can occur through the use of technology without the child's immediate recognition; for example being persuaded to post images on the internet / mobile phones without immediate payment or gain.

Violence, coercion and intimidation are common. Involvement in exploitative relationships is characterised by the child's or young person's limited availability of choice as a result of their social, economic or emotional vulnerability.

A common feature of CSE is that the child or young person does not recognise the coercive nature of the relationship and does not see themselves as a victim of exploitation.

Accountability

The MASE strategic group is directly accountable to the Local Safeguarding Children's Board and will report progress on the implementation of the strategy at each Board meeting. The MASE group Chair is a member of the LSCB Chairs' group which is chaired by the Independent LSCB Chair, and the QA Chair is overseeing CSE performance management on behalf of the Board.

Responsibilities

The responsibilities of the MASE group are to:

a) Ensure that children would be safer as a result of CSE awareness raising, shared and coordinate intelligence and information sharing and by accessing local services;

b) Promote learning from CSE national inquiries and Serious Case Reviews, including reviewing CSE training material to ensure that key messages about CSE are incorporated into training material, and; ensure that training is available for all agencies;

c) Coordinate CSE communication planning and distribution across the multi-agency partnership;

d) Ensure there are systematic approaches, based on an outcome based accountability approach, to provide evidence based challenge in respect of multi-agency coordinated CSE activity;

e) Scrutinise CSE frontline performance in multi-agency and single agency arrangements, trough regular audits, to ensure a consistently high quality standard;

f) Ensure that that the Board is effective in responding to local needs, national and regional policy and practice developments and fulfilling its statutory requirements in respect of CSE.

Activity of the MASE group

1. To develop, monitor and review the multi-agency CSE strategy and the annual delivery plan which set out key priorities, SMART objectives, areas for action, accountabilities and measurable outcomes;

2. To oversee the development, communication and distribution of promotional material to raise awareness of CSE with the public and professionals;
3. To regularly assess and make recommendations about relevant CSE performance indicators, including key indicators for children going missing linked to CSE;
4. To regularly assess and make recommendations about qualitative evidence of the effectiveness of CSE related services, including referral and assessment pathways and access to victim support services;
5. To assure the quality and oversee the delivery of regular CSE self-assessments and case audits in respect of adherence to operating protocols, procedures and evidence of best practice to make a judgment about the effectiveness of multi-agency working and local services. It also covers compliance with statutory responsibilities for CSE and pan-London operating protocol;
6. To assess and make recommendations about the MASE operational group's annual report into the quality and effectiveness of multi-agency CSE responses;
7. To provide information for the LSCB annual report to assess the effectiveness of the LSCB to protect children from CSE.

Membership

Members of the MASE group need to be of a sufficient seniority to represent and speak on behalf of that partner agency in relation to the implementation and review of all policies and procedures that are developed and approved by the subgroup. To be quorate, meetings will have to be attended by representatives from at least three different organisations. The members of the groups should reflect the membership of the LSCB as far as possible, and are:

Executive Head of Safeguarding (Chair)
Borough Police (Joint Chair)
Head of Service, Family Support and Care Planning
LSCB Business manager and Children's Learning and Development Manager
Head of Policy and Customer Services (LBS)
Named Safeguarding Doctor (SCMS, Royal Marsden Foundation Trust)
Head of Safeguarding/Designated Nurse for Safeguarding (CCG)
Named Nurse for Safeguarding (Epsom and St Helier Hospital Trust)
CAMHS
Education Safeguarding Lead
Jigsaw 4 you

Frequency of meetings
Meetings are held bi-monthly. Agendas, minutes and papers will be circulated within five working days of the meeting taking place.

Date of revision: 27 September 2015

Sutton Multi-Agency Sexual Exploitation (MASE) Operational Group

TERMS OF REFERENCE

Introduction

These are terms of reference that apply to the MASE operational group, which is a subgroup under the MASE strategic group which has the status of a LSCB subgroup. The MASE operational group is an integral part of the delivery of the three-year Sutton CSE strategy.

Purpose

The MASE meeting provides the framework to allow regular information sharing and action planning to tackle child sexual exploitation. The group discusses referrals of concern which have been received by the agencies at the meeting. The group has a key role in overseeing the delivery of the LSCB Child Sexual Exploitation (CSE) practice toolkit resources are effectively utilised at the stages of identification, referral, assessment and that victims are effectively supported.

Key principles

1. The MASE meeting does not replace or supersede any current policy or procedure in relation to Safeguarding nor does it singularly address exploitation of children and should be followed in conjunction with current safeguarding procedures;
2. No agency should delay action against referrals whilst waiting for a discussion at the next MASE meeting. Action to protect Children from CSE should be a priority for all agencies and the MASE meeting serves as a process to ensure that activity is taking place and is co-ordinated;

3. Agencies not represented at the meeting may be required to submit information to the MASE meeting in relevant cases; referrals should state clearly which agencies are involved with the child.

4. In the case of each referral discussed at the meeting the Chair will check progress and ensure that an action plan has been developed (as a minimum covering the points attached at appendix A);

5. The intelligence and information shared at the meeting will be recorded on Police Systems and also on the Social Service systems should the case be open to them. This will allow an analyst to identify themes, patterns and trends emerging from MASE meetings in relation to CSE, and may include the identification of serial perpetrators and the involvement of gangs/groups or premises/locations linked to CSE;

6. Analysis developed as a result of this will be brought back to subsequent meetings and action plans developed.

Definition

The MASE operational group uses the nationally agreed Association of Chief Police Officers (ACPO) definition of child sexual exploitation, which also underpins the Metropolitan Police Service's *pan-London Child Sexual Exploitation Operating Protocol* (MPS, 2013) and London Child Protection Procedures.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where the young person (or third person/s) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child sexual exploitation (CSE) can occur through the use of technology without the child's immediate recognition; for example being persuaded to post images on the internet / mobile phones without immediate payment or gain.

Violence, coercion and intimidation are common. Involvement in exploitative relationships is characterised by the child's or young person's limited availability of choice as a result of their social, economic or emotional vulnerability.

A common feature of CSE is that the child or young person does not recognise the coercive nature of the relationship and does not see themselves as a victim of exploitation.

Accountability and governance arrangements

The MASE strategic group is accountable to the Local Safeguarding Children's Board through a process of escalation to the MASE strategic group and the LSCB QA group.

The MASE operational group's Chair is a member of the MASE strategic group and the LSCB QA subgroup Chair oversees CSE performance management on behalf of the Local Safeguarding Children Board.

The MASE operational group should be co-chaired by a Police Officer at a senior level (DI/DCI) and meetings will not be quorate without the contribution of a senior Police.

- Volume of cases
- Communities affected, to allow awareness raising and targeted intervention
- Patterns of CSE identified
- Activity against perpetrators
- Performance of individual agencies
- Number and type of disruptions i.e. civil orders, charging of offenders, closure of premises etc.

Responsibilities

The role of the Chair in each meeting is to ensure that:

1. All agencies are represented at the appropriate level and if not report back to the LSCB.

2. All members are given an opportunity to contribute to the meeting.

3. The information shared is done so in accordance with current guidance and is accurately recorded on each agencies system.

4. Actions are collated and addressed.

5. Ensure that the meeting is at the appropriate level and focused on achieving the aims within this document.

6. An annual report is prepared and presented to the MASE strategic group to cover how the group has discharged its responsibilities and functions (as set out in this ToR), key issues and progress to address these, main findings from case scrutiny, analysis of CSE operational activity data, and; conclusions and recommendations relating to case management and service effectiveness.

Each agency represented on the LSCB should identify an individual who has key responsibility for Child Sexual Exploitation matters. This individual will be the Single Point of Contact (SPOC) for their agency and be responsible for ensuring that CSE matters within their own agency is/are dealt with and where appropriate referred to the MASE operational meeting.

The responsibilities of each member of the MASE operational group, and collectively are to:

1. Ensure that children would be safer as a result of shared and coordinates intelligence and information sharing and appropriate access to local services;
2. Promote learning from CSE national inquiries and Serious Case Reviews and ensure that key messages are reflected on and applied in operational activities;
3. Ensure there are systematic approaches, based on needs and outcome accountability approach, to provide evidence based challenge in respect of multi-agency coordinated CSE activity;
4. Contribute to regular audits of CSE frontline performance in multi-agency (MASH) and single agency arrangements to ensure a consistently high quality standard of CSE practice;
5. Contribute to the continuous review of the CSE practice guidance to ensure that messages of learning from the MASE operational group are disseminated across the multi-agency partnership
6. Ensure that that the operational group is effective in responding to local needs, and fulfilling its statutory requirements in respect of CSE operational delivery.

Activity of the MASE group

A typical agenda for a MASE meeting will include:

- **Quality assures compliance** as above. Have all agencies recorded and are aware of referrals.
- **New Cases** - summary of information, agencies involved, proposed or identified case management.
- **Review Cases** - progress of case and any issues in relation to this i.e. agencies not participating in case management. Strategic issues in relation to resources etc. (This is not a case management discussion and should be no more than an update from the lead agency and compliance against the key tactical options available).
- **Children residing out of borough** - Information from liaison with local area, review of risks identified.
- **Cross Border Issues** - identification of trends issues, review of contact/joined up working with neighbouring boroughs.
- **Identified Perpetrators -** to ensure all control/disruption measures have been taken and perpetrators have access to support programmes.
- **Problem Locations and Trends** - issues identified from problem profile, progress against issues identified. Identification of other agencies/departments that may need to be involved.

Membership

The members of the MASE operational groups are:

- Head of Service, Family Support and Care Planning (Chair)

- Police Officer at a senior level (DI/DCI) (Co-chair)

- Children's Social Care

- Health

- Education Representative

- Agency's contracted by the Borough to support victims of CSE

- Youth Offending Service

A range of other agencies are encouraged to attend and their attendance is essential where their agency has been involved with a case or has a matter being discussed:

- Housing providers

- Probation

- Mental health care providers

- Drugs/Alcohol teams

- Other non-contracted charities/support services working on the borough

- Care homes

- Community Safety

- Representatives from business community where a problem location has been identified

Frequency of meetings

Meetings are held once a month. Agendas, minutes and papers will be circulated within five working days of the meeting taking place.

Date of revision: 27 September 2015

SUTTON CHILD SEXUAL EXPLOITATION (CSE) BUSINESS PLAN 2015-18

1. INTRODUCTION

This business plan sets out the priorities to support the delivery of the Child Sexual Exploitation Strategy. Progress against the plan will be monitored by the Multi-Agency Sexual Exploitation (MASE) (strategic) group, and delivery will be supported by the MASE operational group. The work stream themes, aims and objectives will remain the same for the next three years but the priorities will be subject to annual reviews by MASE. It is underpinned by an annual delivery plan that translates these priorities into SMART objectives, outcomes, lead responsibilities and timescales.

2. AIMS

Aim 1: To raise awareness and set expectations about the need to identify children and young people at risk of exploitation to protect them and safeguard them from further risk of harm.

Aim 2: To instill public confidence that LSCB partners collectively and individually take responsibility for safeguarding children from CSE and that local services perform their safeguarding duties effectively.

Aim 3: To ensure that local intelligence is shared within the multi-agency partnership to enable appropriate action to be taken against those who sexually exploit children.

Aim 4: To support and empower children and young people to seek help and protection from all forms of CSE, and ensure that victims of CSE related crime are supported.

3. WORKSTREAMS

WORK STREAM 0 – LEADERSHIP, MANAGEMENT AND COORDINATION

Objective: To ensure that there are clear lines of accountability for management for effective coordination at local level.

Outcome descriptor: There are effective governance arrangements in place based on an understanding that CSE is a shared responsibility.

Each organisation has systems in place for assuring themselves that there are effective management arrangements to provide a coordinated multi-agency response to CSE on the ground.
PRIORITIES
➢ Priority 1   Ensure that there are effective strategy, governance arrangements, policies, procedures and protocols to enable a coordinated multi-agency response to CSE.
➢ Priority 2   Identify and address capacity and resource issues in relation to delivering effective CSE responses.
➢ Priority 3   Each LSCB member assure themselves that there is an effective local response to CSE; for example by undertaking an annual site visit to a local operational service.
➢ Priority 4   Deliver a multi-agency CSE leadership event to provide professional development for local leaders in respect of national policy drivers and emerging evidence of best practice .
WORKSTREAM 1 – PREVENTION
Objective: To reduce the risks of children and young people becoming victims and making it more difficult to exploit children through CSE public awareness raising and educational programmes.
Outcome descriptor: There is a coherent and comprehensive multi-agency approach to sharing information about sexual exploitation and highlighting risks. This means that professionals, parents and carers and other adults that come into contact with children and young people are fully aware of the signs of sexual exploitation and know where to go to seek help.
PRIORITIES
Year 1
➢ Priority 1   Identify and target staff groups that are in need of CSE awareness information and training and ensure that there is a training pack available that can be used for shorter and longer staff briefing sessions

➢ Priority 2	Deliver high quality and impactful multi-agency training programme to raise awareness and develop the skills required to identify and protect children at risk or exposed to CSE
➢ Priority 2	Ensure a CSE education programme is delivered in schools that target staff, pupils and parents
➢ Priority 3	Roll out a common Sutton CSE screening tool to use in routine enquiries in face to face contact with children and young people
➢ Priority 4	Publish and distribute publications for children, parents and those working with children to raise awareness of CSE

WORK STREAM 2 –IDENTIFICATION

Objective: To increase the number of children identified as at risk of CSE, or having experiences CSE through effective routine inquiry in direct contact with children and young people in universal and targeted services.

Outcome descriptor: CSE multi-agency awareness raising activities result in better identification of those at risk, or who have already been exposed to the CSE related crime. When young people are identified as victims of CSE, there are effective and responsive systems and processes in place to ensure that their needs are assessed and a plan developed to meet those needs.

PRIORITIES

Year 1

➢ Priority 1	Develop a CSE multi-agency practice toolkit that contains CSE referral and assessment pathways and a range of tools to improve the identification of CSE
➢ Priority 2	Embed the supplementary CSE threshold document and information sharing guidance in operational procedures, training presentations and practice and performance resources

➢ Priority 3	Undertake a CSE self-assessment to evaluate the current position and further development work that is required to improve identification of all forms of CSE and associated risk factors	
➢ Priority 4	Develop stronger links with adult safeguarding services to ensure that there is an understanding of the shared responsibility of identifying and reporting CSE related concerns and incidents	

WORK STREAM 3 – PROTECTION

Objective: To ensure that reported CSE professional concerns are processed effectively through a multi-agency pathway referral and assessment process.

Outcome descriptor: There are effective mechanisms in place for ensuring that young people at risk of or experiencing CSE are able to access the most appropriate service (s) to meet their needs. Services are successful in getting young people and their families to engage with the work by offering an individual needs based approach.

PRIORITIES

Year 1

➢ Priority 1	Ensuring that robust (coordinated and effectively actioned) multi-agency risk assessments and management plans, that involve specialist support services at the earliest opportunity, are in place for all children identified at risk of, or having experienced exploitation and /or those who are /have been missing from home or care.
➢ Priority 2	Sharing intelligence and information via multi-agency meetings regarding suspected offenders
➢ Priority 3	Develop a perpetrator disruption policy to actively pursue and act upon such intelligence/information to disrupt the suspect and manage risk. This will form part of the CSE practice toolkit
➢ Priority 4	Undertake a multi-agency CSE case audit to identify issues that relate to risk assessments and safety planning for children who have been identified to be at risk or having experienced CSE.

WORK STREAM 4 – PROSECUTION

Objective: To improve CSE gathering and analyses of local intelligence about the prevalence of CSE.	
Outcome descriptor: There is an effective multi-agency approach that uses local intelligence to identify perpetrators and disrupt activity and where possible arrests of perpetrators lead to convictions.	
PRIORITIES	
Year 1	
➢ Priority 1 Ensure that appropriate evidence gathering and recording processes relating to known or suspected cases of CSE are in place for all front line agencies.	
➢ Priority 2 Provide specialist support and services to ensure offenders brought to justice,	
➢ Priority 3 Ensure lessons are learnt from previous and current prosecutions to increase the likelihood of successful prosecution and identifying barriers that restrict taking cases forward. ➢	
➢ Priority 4 Ensure that there is professional support for all victims encountering the police investigations and court proceedings through S.11 and multi-agency CSE audit.	

APPENDIX 4   HOW TO GET TO GOOD – SUTTON LSCB'S INITIAL CSE SELF-APPRAISAL

| HOW TO GET TO GOOD – SUTTON LSCB's SELF-ASSESSMENT OF CURRENT CSE POSITION |
Item	Ofsted inspection criteria for 'Good' in Oxfordshire	Sutton LSCB position
1.	When agencies are concerned about children, they know how to get the right level of help for them. Thresholds for the different levels of help, including social care, are clear and understood by professionals.	The supplementary CSE multi-agency threshold guidance has been published and is available in LSCB CSE toolkit.
2.	Agencies work well together.	Confirmed by evidence provided in the LSCB annual report.
2.2	When children are referred to children's social care they almost always receive a prompt response and the right help. The large majority of social work assessments are good.	The MASE operational panel undertook an audit of CSE cases to assure themselves that children receive a prompt and coordinated response. The MASE governance group is due to undertake a CSE case audit and findings will be scrutinised by the QA subgroup.
2.3	Children are always seen and asked about their life and what they need to improve it; this should be a routine enquiry	The CSE case audit has been designed to capture the experience of the child in CSE case work.
2.4	Assessments analyse risk carefully and what needs to be done to reduce it.	The CSE case audit has been designed to capture the experience of the child in CSE case work.
2.5	The large majority of child protection enquiries are carefully planned by children's social care with the police and other agencies and investigated thoroughly. Social work action to protect children when they need it is decisive and proportionate.	The MASE operational panel undertook an audit of CSE cases to assure themselves that children receive a prompt and coordinated response. The MASE governance group is due to undertake a CSE case audit and findings will be scrutinised by the QA subgroup. A practice toolkit has been developed
3.	Consultation and advice are readily available to professionals who are concerned about possible child sexual exploitation.	The supplementary CSE multi-agency threshold guidance has been published and is available in the LSCB CSE toolkit.
4.	MASH provides a consistent service for children identified as at risk of sexual exploitation. Their work is clearly focused on reducing risks as well as on meeting children's and young people's wider needs.	The MASH governance group recently undertook a 'deep dive' exercise and is overseeing its recommendations. A multi-agency MASH audit is scheduled to be undertaken and will include an appraisal of CSE referral and assessment pathways.
5.	The local authority knows its strengths and weaknesses well. Strategic priorities are identified and informed by feedback from children, young people, parents, carers and staff.	This strategy has been designed to address assessed strengths and weaknesses, and feeds into the self-assessment of LSCB effectiveness.
6.	Leadership is strong and effective and services make a demonstrable difference in improving the life chances of some of the most vulnerable children.	A programme of CSE leadership development is currently being delivered alongside the development of a LSCB Quality Assurance process.
7.	Elected members have high aspirations for looked after children and young people. They hold senior officers to account for the quality of services.	The Lead Member is the Chair of the Corporate Parenting Forum, and an active observer of the LSCB. The Independent Chair holds regular meetings with Elected Members to share findings of CSE scrutiny and challenge.

Item	Ofsted inspection criteria for 'Good' in Oxfordshire	Sutton LSCB position
8.	Management oversight of practice is good. Performance data are used effectively to inform change and drive improvement. This learning culture is further supported by the effective identification and dissemination of lessons from audits and serious case reviews.	The LSCB is developing a better understanding of the nature and extent of the local issues in relation to children missing and children at risk of sexual exploitation and oversees effective information sharing and a local strategy and action plan.

Appendix 5	
CSE PRIORITY WORK STREAMS - OUTCOME FRAMEWORK	
PROTECTION	**WHAT DOES GOOD LOOK LIKE?**
Key principles: • Sexual exploitation includes sexual, physical and emotional abuse and, in some cases, neglect. • Sexually exploited children are children in need of services under the Children Act 1989 and 2004. They may also be children in need of immediate protection. • A multi-agency network or planning meeting / discussion should take place for all children considered at risk of sexual exploitation. • Child protection procedures should always be followed as appropriate in relation to the risk assessment.	Descriptor: There are effective mechanisms in place for ensuring that young people at risk of or experiencing CSE are able to access the most appropriate service(s) to meet their needs. Services are successful in getting young people and their families to engage with the work by offering a tailored approach that supports them to escape the CSE and make positive choices about their lives.
	Quantitative indicators: - Number of case risk assessments - Number of cases where risk rating has decreased - Number of safety plans - Number of case audits undertaken
	Qualitative indicators - Evidence from case records of positive outcomes as a result of interventions - Evidence of compliance with CSE operating procedures - Multi-agency peer review audit findings
PROSECUTION	**WHAT DOES GOOD LOOK LIKE?**
Key principles: • Child sexual exploitation covers a range of CSE related offences which will need differing responses from a range of agencies. • Law enforcement must direct resources against the coercers and sex abusers, who are often adults, but could also be the child's peers. • Sexually exploited children should be treated as victims of abuse, not as offenders.	Descriptor: There is an effective multi-agency approach that uses local intelligence to identify perpetrators and disrupt activity. Where possible arrests of perpetrators lead to convictions.
	Quantitative information: Number of arrests of individuals involved in CSE Number of individuals charged for CSE-related offences Number of individuals convicted for CSE related offences
	Qualitative information: - Evidence of the success of any activity to identify and disrupt individuals and networks engaged in CSE - Evidence of information-sharing at MASE operational group that contributes to improved local intelligence

CSE PRIORITY WORK STREAMS - OUTCOME FRAMEWORK	
PREVENTION	**WHAT DOES GOOD LOOK LIKE?**
Key principles: • Parents should receive information and support to prevent harm, and safeguard their children. • Services should focus on prevention and intervening as early as possible, and be based on engagement with the child to fully address individual needs.	Descriptor: There is a coherent and comprehensive multi-agency approach to sharing information about sexual exploitation and highlighting risks. This means that professionals, parents and carers, children and young people and other adults who may come into contact with young people are fully aware of the signs of sexual exploitation and know where to go to seek help.
	Qualitative indicators: - The types and effect of preventative work carried out (health providers, schools) - Feedback from CSE training - Successes identified as a result of CSE prevention work
	Quantitative indicators: - Number of awareness raising sessions held in schools for pupils and parents - Number and take up of CSE training events - Number of CSE risks identified by voluntary sector groups
IDENTIFICATION	**WHAT DOES GOOD LOOK LIKE?**
Key principles: • Children do not make informed choices to enter or remain in sexual exploitation, but do so from coercion, enticement, manipulation or desperation. • Many sexually exploited children have difficulty distinguishing between their own choices and the sexual activities they are coerced into. • Young people who are sexually exploited or at risk of will have varying levels of need, may have multiple vulnerabilities and be caught up in different risks situations. This calls for a multi-agency response and good coordination.	Descriptor: Multi-agency work to raise awareness of CSE results in better identification of those at risk. When young people are identified there are effective and responsive systems and processes in place to ensure their needs are assessed and a plan developed to meet those needs.
	Qualitative indicators: - Quality of completed referrals, assessments and plans (multi-agency case audits)
	Quantitative Indicators: - Number of CSE screening tools completed - Number of cases with CSE as a presenting need - Number of cases referred to MASE operational group - Number of CSE cases being worked with which have not been brought to MASE - Number of CSE victims with CIN/CP Plan