

Council CSE Strategy
Action plan @ November 2015 Version 11

Priority 1 – Leadership and Management

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating (Action completed or on track to complete in time) |
|--|--|--|---|---|--|
| 1. Elected Members a) Elected Members briefed on CSE b) Elected Members have completed online training as a minimum c) Elected Members are engaged in raising awareness in their localities | Children, Families and Community Health (Karen Reeve) | June 2015 Oct 2015 2015-2016 | a) Elected Members briefed in early 2015 b) On line training set up, Members started to complete c) Members' engagement will need support and clarification as to what this will look like – possibly through the Localities team (tba) | Small number of Cllrs now actively asking for news & updates. Scrutiny Committee have requested a briefing in early new year 2016 All bar 17 Councillors have started or completed the on line training. | Green |
| 2. Corporate Board and senior leaders are aware and engaged across the Council a) Briefing for Corporate Board October 2015 b) Briefing for Cabinet Member Children's Services October 2015 c) Report to Children's Overview and Scrutiny Committee December 2015, as part of wider Safeguarding report d) 2 hour Briefing Meeting on Council CSE work for Overview and Scrutiny Committee and Corporate Parenting Board January 2016 e) Overview and Scrutiny Committee have requested to undertake specific project to contribute to Council CSE Agenda, for example preparing a CSE Information pack for taxi drivers. To be discussed after January 2016 Overview and Scrutiny Briefing Meeting. | John Gilbert Karen Reeve John Gilbert Karen Reeve Karen Reeve TBA | Oct 15 "" "" Dec 15 Jan 2016 TBA | All on track. Briefing meetings arranged. | Corporate Board asked for action dates to be completed & monitored Council located funding for Opal service and other activity as a priority. Board Directors are ensuring their teams are engaged and activity as agreed is taking place Scrutiny request for involvement | Green |
| 3. Whistleblowing policy effective across the Council a) Ensure that the Council whistleblowing policy is understood and visible across the Council | Sam Mowbray | Sept 15 | Nick Hobbs has updated whistleblowing policy, posters redesigned and internet updated. | Whistleblowing reports have been made (not CSE related) | Green |
| 4. Data on prevalence, research etc is used to inform and revise the CSE Strategy and ensure adequate resource provision | Children, Families and Community Health (Karen Reeve) | Autumn 2015 | CSE strategy agreed at Cabinet/Council Jan 15. To be reviewed in Autumn 15. Data is being routinely collected and second profile has been collated and circulated and has informed activity of both police and social care. | Data used to direct activity in a number of cases which has led to updated protection plans. | Green |
| 5. Local arrangements with partners are effective, and challenged if needed a) Chairs of Community Safety Partnership Board, LSCB, LSAB, Health and Wellbeing Board, One Swindon Board to have twice yearly meetings to establish | John Gilbert | March 2016 March 2016 | Update reports have been on the various Boards as set out. Reports to be introduced as set out for increased awareness. | Increased awareness for partners and members alike. Increased awareness for partners etc. | Green On Track |

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| cross-overs in agendas and set joint priorities in relation to CSE. Through One Swindon, this should include DWP. b) John Gilbert to discuss CSE Agenda with Influence, to ensure effective links with business community. | John Gilbert | March 2016 | Meeting to receive CSE report update with JG attending. | Business awareness and feedback to CSE | |
| 6. Ensure staff across the Council are briefed on the CSE Strategy & they know what their role is in relation to it. a) Provide training for SENAT and LACES team b) Strengthen links with EWO/schools to identify children at risk when attendance has been flagged as an issue. Could this be an issue when the preventative work with schools is a traded service, so schools could choose not to trade c) Agencies may not always pick up on learning difficulties, a key risk factor of CSE - how can we support them to do this better? | Education (Peter Nathan) | Autumn 2015 | a) Training for LACES Summer Term 2016 due to team restructure. SENAT Team Training to be provided in Spring Term 2016. Green b) EWOs to be invited to be part of the same training with SENAT. PN and KR to liaise. Amber c) We commission specialist services for instance working with children with hearing/vision difficulties, autism etc. Could also be picked up through the Teaching School. JC to follow up with PN. Amber Barnardos trainer (funded by West of England Project) will be facilitating courses in 2016 based on recent research | | Green |

Priority 2 – Community Engagement

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
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| 7. Development of community communication & engagement strategy to include work of the Communities/Localities staff Identify who in our communities to best engage and discuss how we progress the prevention agenda in defined groups or neighbourhoods (as informed by the CSE Profile) | Patrick Weir/Sam Mowbray | | <u>Progress at 13 August</u> Strategy for community engagement taking place at 3 levels: 1. 'Broadcast' / universal level Council messages to be developed and delivered through corporate communications 2. Use Locality Forums for public engagement / awareness raising / education and advice to ward members, community representatives and residents on how to raise concerns. Briefing to be jointly delivered by service experts and police. Dates through 2015/16 to be identified. Jeanette/Patrick, Localities and Police teams to progress. 3. Targeted engagement of defined community groups and leaders – to be informed by CSE risk profile. Joint approach with Police to be worked up – Jeanette and Patrick to progress, with Mark Walker (Community Programme and Locality Lead for Town Centre) | | Green |

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| | | | (Mike Ash) The Community Safety Partnership could take a lead on some of this. Covered in partnership groups meeting together, and included in discussion on VAWG. | | |
| 8. Ensure good engagement and understanding in schools | Peter Nathan | Autumn Term 2015 | a) School/College leaders consulted through school headteacher fora (SASH/SAPH/ASSSH) to ensure that all appropriate staff and governors are fully aware of procedures to follow and are fully able to access support and training as required. | Schools making referrals to social care about children they are worried about Schools positively engaged in child protection planning meeting, conferences, and TACS | Green |
| a) Work with education providers and seek ways to better support them to deal with the issues. | | | | | |
| b) Ensure there is a minimum level of training delivered within and across governors, school leaders, teaching and support staff | Peter Nathan and Sarah Turner | Autumn Term 2015 | b) Training to be offered to schools via Teaching School and to governing bodies via Governor Services. Sarah will link with the Teaching School/Simon Cowley | | |
| c) More to be done to raise awareness in schools of possible indicators of CSE across wide range of school staff, being particularly mindful of young people with learning disabilities. | Peter Nathan and Sarah Turner | Autumn Term 2015 through safeguarding training | c) Schools safeguarding advisor to input to headteacher group meetings including headteacher breakfast briefing | | |
| d) Ensure that Behaviour Policy includes information for school signposting targeted support/resource to young people, especially girls, with autism as they are particularly at risk as they find it more difficult to understand or recognise grooming. | | | d) Policy being developed on Behaviour including looking at reducing exclusions (particularly Fixed Term Exclusions) through Fair Access Panel and behaviour working group with input from EOTAS. Policy to include signposting on CSE. | | |
| e) Work with schools to build their capacity to support young people if they become victims | | | e) Through training on CSE as identified above. | | |

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| <p>9. Develop ways to engage young people and help to educate them about areas of risk and prevention</p> <p>a) Learning disability is one of the key risk factors. How do we support young people with SEND to understand the risks? Engage with specialist providers (through CSE Working Group for school headteachers referenced above) to ensure the strategy to do this meets the needs of the SEND cohort. We need to better understand how can we educate children and young people with SEND about the risks of CSE? They are at risk of becoming both victim and perpetrator.</p> <p>b) Develop further strategies to prevent young people from being drawn in to CSE e.g. such as Chelsea's Choice</p> <p>c) Healthy Schools Coordinator to be involved in developing and delivering this work, including through PSHE.</p> | Peter Nathan | Spring Term 2016 | <p>a) CSE Council Lead to attend SENCO Forum to raise awareness of CSE. Also to attend SEND Strategic Board to ensure CSE is part of SEN Strategy.</p> <p>b) Monitor use of Chelsea's Choice in secondary schools – aware that many schools used this last year but cost may prevent continued use (PN) Amber</p> <p>c) Schools Safeguarding Advisor to raise awareness of CSE through Headteacher Briefing and through Coordinators meetings. And Healthy Schools Coordinators to continue to promote SRE (Sex and Relationship Education), anti-bullying etc as part of healthy schools agenda to raise self-esteem and self-awareness amongst young people.</p> | | Green |
| | Cherry Jones for Healthy Schools Coordinator | | | | |

| | Priority 3 – Case Identification | | | | |
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| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
| 10. Role of early help provision is supported to identify early indicators of CSE risks in the community a) All Early Help (EH) staff to complete on line training b) Clarify how early help record to be used in CSE c) Clarify expectations of Education Welfare Officers and Youth Engagement Workers (EWOs and YEWs) | C,F & CH J Chipping Kevin Leaning | October 15 Feb 15 | a) Vast majority of EH staff now completed on-line training. Tools being shared and briefed in. b) EH to use exemplar for cases to enable reporting c) EWO to be undertaken -JC | Case file audits indicate better understanding and identification of cases Tools being used | Green On track |
| 11. Use of tools to aid practitioners identify cases a) CSE handbook to be updated b) CSE tool to be adapted to move away from scoring | C,F & CH J Chipping | October 15 | Screening tools have been updated and agreed at CSE and Missing Children Sub-group. On track for handbook to be updated by end October. - completed | Handbook available on line CSE tool adapted and being used | Green On track |

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Priority 4 – Practice Development

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
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| 14. Social Work Practice Improvements to include: a) Better use of tools- screening tool, handbook, CSE ICS exemplar, vulnerability checklist b) Minimum standard of case work document to be developed | C,F & CH J Chipping | Oct 15 Oct 15 | a) CSE ICS exemplar complete, tools being updated with partners. b) Not yet developed but will be completed on time. Meeting have taken place with all social work teams in relation to completion of the CSE | Cases audited showing improved practice in some cases. Terminology used in case files is being checked as a proxy indictor Case audits evidence better management oversight. MARP now functioning better, greater intelligence sharing | Green All actions on track |

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| c) Further improve management oversight | J Chipping | Dec 15 | exemplars. c) Management oversight being regularly audited, has improved but some areas still need further action (relates to quality of agency staff) | evident Some cases being challenged | |
| d) Further improve case working (care plans) | M Young & V Williams | Dec 15 | d) As c) above | | |
| e) Ensure missing children processes compliance & intelligence to inform continued improvements in case-working | M Young & V Williams | Oct 15 | e) Process being revised and made more robust | | |
| f) Ensure further improvements in risk management and understanding across all cases | V Williams | April 2016 | f) MARP review recommendations being implemented, which will and has changed aspects of the risk management actions to ensure intelligence, actions and cross agency working to secure greater security for children is achieved. | | |
| g) Role /requirements of the Outreach Service defined | M Young/J Chipping | Dec 15 | g) Completed | | |
| h) Threshold criteria to be specified for CSC and CSE cases | V Williams | Nov 15 | h) Discussions have started. Will request on agenda for next SW managers meeting so ownership agreed across teams. Meeting will be arranged with FCP, Assessment and Child Protection Team prior to this. | | |
| i) Role of dedicated worker – recruit, define, ensure the role is effective | J Chipping | Apr 15 | i) Recruitment complete and in post | | |
| 15. Develop stronger systems to co-work and share information – Council and partner agencies, including schools and colleges a) | | | | THIS ACTION POINT HAS BEEN REMOVED | Green |
| 16. Define model of proposed case working with the benefit of research and best practice examples shared nationally | C,F & CH K Reeve | June 15 | Model defined and report written | Opal team designed from this and model being implemented | Green |
| 17. Ensure good engagement in the LSCB CSE & Missing Sub group to ensure effective liaison (Chair of LSCB CSE and Missing Sub Group is Wiltshire Police) | C,F & CH K Reeve | complete | Complete but to monitor going forward | | Green |
| 18. Undertake evaluation of the Multi-Agency Risk Panel that the Council leads and Chairs | C,F & CH K Reeve | May 15 | Complete, implementation plan now being implemented | | Green |
| 19. Training & development of staff - on line course. a) Ensure meets needs b) Ensure all relevant staff across the council attended Inc: Housing Leisure | | April 2016 | <ul style="list-style-type: none"> Training for <u>town centre multi agency teams</u> reviewed on 10 August – new plan in place for front-line workers, in conjunction with Police colleagues – dates to be confirmed Training plan for mobilising <u>Localities teams</u> (to include | | |

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| Parking Enforcement | | | Community Programme Leads, Community Facilitators, Health Ambassadors, Community Navigators, Researchers, Link Workers, Sports Coaches and neighbourhood volunteers) to be developed on 18 th August. | | |
| 20. Enable partners to offer appropriate support to their staff when working with young people subject to CSE so that social workers are not carrying out this function a) Evidence examples to be sought b) Exploration of how best to carry out this action to be determined | CF & CH J Chipping & CSE Sub group of LSCB | Feb 16 | Methodology has been determined and audit to be conducted to gather the evidence o need and impact | | |
| 21. Taxi licensing to include CSE training, checking and vetting, and drivers alert to issues to aid identification of risk | R Bell \ K Ashton | 31 December '15 | All of our licensed taxi and private hire drivers now have an up to date DBS. New checks now reviewed every 3 years in line with best practice advice. Taxi Panels ongoing with a view to possible revocation in a small number of cases, though these are not linked to CSE. Training on CSE matters is now included in mandatory test for new drivers. CSE pocket guide and cards distributed for display in taxis for drivers and customers. | | Green |
| 22. Support local hoteliers to be alert to CSE | CJ to involve Public Protection | October 2015 | Brief for Council CSE Comms Group e.g. formal letter to all hoteliers and national groups re this issue, and potentially offer training. Gavin Calthrop comms update - will be picked up in plan for Jan through March leading up to national awareness day and following liaison with hoteliers and businesses to see what they are already doing. | Public Protection (Environmental Health to lead alongside BAU activities with Hoteliers | Amber |
| 23. Role of Early Help professions. i.e. YEWS, EWOs, Youth Offending Team (YOT), School nurses to be further enhanced | C,F & CH J Chipping & Kevin Leaning | October 15 | People have done training, info sent out through Early Help Lead Briefing. On track. Attending skills base and working with parents training provided by Barnardos trainer funded by West England Project | | Green |
| 24. Legal Services to research and identify what legal powers are available to the Council and advise support and assist relevant services as and when these powers may need to be deployed | AF and Litigation Team | 14 July 2015 | Document prepared and circulated | Used as a key tool in the MARP | Green |
| 25. Expectations of sexual health clinics links with council to be defined | Cherry Jones | | Through commissioning of sexual health services, Agenda item at SHEG. Jo Hartley leading. Data sharing. | | |

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| | | | JC has met with Jo Hartley. Sexual Health worker will be part of Opal Team. | | |
| | | | All school nurses and sexual health nurses have been trained. | | |

Priority 5 – Long Term and Therapeutic Support for victims

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
|--|----------|-------------|--|--|------------|
| 26. Define commissioning need and relate to commissioning of Child and Adolescent Mental health services a) Use young people's feedback to inform 'what works' | Sue Wald | April 2016 | Commissioning Strategy for children and adolescent mental health services reflects needs of children who have experienced abuse Further submission on CAMHS Transformation plan which includes support for children who have experienced abuse due April 2016 to NHS England. Feedback from young people to be included on strategy | Commissioning strategy for CAMHS in place but not yet impacting on improving outcomes for children | Amber |

Priority 6 – Engagement with LSCB

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
|---|---|-------------|---|--------------------|------------|
| 27. Ensure we fully support the LSCB to engage all areas of the wider children's workforce and community a) Check process and systems in place at GWH/AWP/CAMHS re identification, risk assessment and notification | LSCB Sub group- J Chipping the lead for the Council | January 16 | Extend to other partnership boards. Written reports from MARP have been submitted to LSCB CSE and Missing sub-group since July 2015. JC is the link between the Council CSE working group and LSCB CSE sub-group. To ensure information is shared across groups and plans. Plan is the LSCB Quality Assurance Group will audit CSE and agencies processes/systems/recording. | | |

Priority 7 – Data Set

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
|---|---------------------|----------------------------|---|--|------------|
| 28. Develop a robust multi-agency local data set in order to develop further our intelligence, direct resources, benchmark including: a) Cross reference soft data i.e. truant, missing, exclusions b) | C,F & CH K Reeve | March 15 update due Oct 15 | Second 'profile' produced in March 15. Further development underway including Wiltshire Council to get consistency across the authorities. Completed Update16/11/15-Police are undertaking annual profile. Meetings taking place 7/12/15 with police missing coordinator, EWO, School safeguarding advisor to look at missing data. | | Green |
| 29. Campaign for a national definition and data set – on-going debate within ADCS to support this area, no likely developments before General Election. | J Gilbert & K Reeve | On-going | ADCS links being used to raise this at every opportunity. National agenda gone quiet other than in relation to the new national inquiry. | Discussion at ADCD, aware of debates at DfE, DCLG & HO, unclear what arisen from this as yet | |

Priority 8 – Partnerships / Prevent

| Actions | Lead | Target Date | Progress review | Evidence of Impact | RAG Rating |
|---|------|-------------|--|--|------------|
| 30. Ensure staff are supporting the use of disruption activity that use the full range of powers available to the Council, | | | Update from meeting MA,KR, JC and Mark Walker (3/11/15) a) Police and SBC are about to pilot a Multi-agency | c) Housing Management Team received awareness training to be followed up with operational staff receiving e- | |

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| including <ul style="list-style-type: none"> a) Links to CSP- Offender Group b) Enforcement- Where there are concerns about a place c) Housing d) Licensing e) Parking Enforcement f) EHOs | KR and MA | | <p>Sexual Exploitation Group (MASE.), which will focus on Offenders. Chaired by the police and TOR being written by Mark Luffman for Swindon and Wiltshire. Will be convened when concerns are raised about individual or group.</p> <p>b) Weekly meetings are already in place to highlight activity in the community and to decide what to disrupt. CSE will be included. There are also quarterly events which are police led.</p> <p>EHOs – establish training programme for all EHOs. Maximise opportunities that EHO work presents for using their power to ‘disrupt’. Consider reviewing the opportunity to ‘disrupt’ through e.g. the cumulative impact policy (alcohol)</p> | learning module. Case already referred to Opal following initial training (Railway Village) | |
| 31. Interventions <ul style="list-style-type: none"> a) Ensure Children’s Social Care are finding alternatives to secure accommodation for young people who do not see themselves at risk, b) Clear specific multi agency case management through Child protection procedures or through a Multi-agency Sexual Exploitation Meeting (MASE), where the focus is on the offenders. c) Closure Orders (new powers – CSP taking first 2 Closure Orders through the courts) | MA/KR Actions need to be cross referenced to other plans. | | <p><u>Mike Ash updates 17.8.15</u> <u>Update Meeting</u> <u>MA,KR,MW,JC 3/11/15</u></p> <p>a)This to take the form of appropriate accommodation as agreed by the existing Housing Panel that considers complex needs</p> <p>b) Police and SBC are about to pilot the MASE. Chaired by the police and TOR being written by Mark Luffman for Swindon and Wiltshire. Will be convened when concerns are raised about individual or group.</p> <p>c)First Closure Order taken place although not for CSE purpose</p> <p>Jeanette/Karen attended Housing Management Team to promote awareness amongst Housing Managers. 10th Sept .</p> | <p>MARP -when discussing each child the panel are considering whether there are any orders available that can disrupt the abusers activities. New suspects form attached to the Vulnerability checklist so we are now able to collated intelligence about suspects.</p> | |