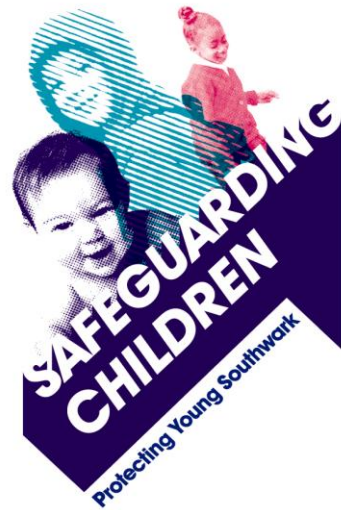# SOUTHWARK SAFEGUARDING CHILDREN BOARD

CHILD SEXUAL EXPLOITATION STRATEGY

Agreed 10 December 2014
For review June 2015

Contents

1.0 Introduction and Context

1.1   Southwark's Safeguarding Children Board is the statutory body with lead strategic responsibility for coordinating the activities of local agencies in terms of safeguarding children and children's welfare, and for ensuring the effectiveness of those activities.

1.2   Southwark Safeguarding Children Board (SSCB) is committed to tackling the sexual exploitation of children and young people living in the borough and those in care placed out of the borough.. The Board recognises that only a proactive, co-ordinated, multi-agency approach will be effective in achieving this.

1.3   Recent publications, including the [Independent Inquiry into Child Sexual Exploitation in Rotherham 1997-2013](#) emphasise the need to strengthen local arrangements to protect children and young people who are either victims or at risk of CSE. This strategy will need to be subject to periodic review, suggested initially at 6 months post-adoption, to ensure it remains effective and up-to-date.

1.4   The strategy will seek to build on existing strengths in multi agency working, making good use of resources such as the Multi Agency Safeguarding Hub.

1.5   The Metropolitan Police published its Pan-London Protocol for Child Sexual Exploitation in 2014 and this Strategy envisages the full adoption of that protocol locally in Southwark

1.6   The Department for Education's 2011 Action Plan for Tackling Child Sexual Exploitation states that "LSCBs will want to assure themselves that local services are based on a robust assessment of need in the locality, taking account of the statement in the statutory guidance that every LSCB 'should assume that sexual exploitation occurs within its area unless there is clear evidence to the contrary'. They will also want to assure themselves that local services are designed and delivered effectively to tackle the issue where it arises"

1.7   [Supplementary Guidance from 2009](#), referred to in *Working Together 2013*, specifies that LSCBs should ensure that:

- the needs of children and young people who have been or may be sexually exploited and their families have been considered when planning and commissioning local services;
- specific local procedures are in place covering the sexual exploitation of children and young people;
- local safeguarding training includes information about how to identify the signs of sexual exploitation and an understanding of how to gather evidence which can be used to bring prosecutions against abusers;
- where sexual exploitation is known to be prevalent locally, specialist training is available for key professionals;

- systems are in place to track and monitor cases of sexual exploitation that come to the attention of local agencies; 7 Safeguarding Children and Young People from Sexual Exploitation
- a LSCB sub-group is put in place to lead on the issue of sexual exploitation, driving work forward and ensuring effective cooperation between agencies and professionals;
- There is a dedicated lead person in each partner organisation with responsibility for implementing this guidance;
- arrangements are in place to cooperate with neighbouring areas and those areas where children who have been sexually exploited are believed to have lived or been present

1.8   The SSCB's strategic intent is to:

- **Prevent** the occurrence of CSE.
- **Build intelligence** and develop a problem profile of CSE locally
- **Provide support** which is timely and effective for victims of CSE
- **Disrupt** the activities of perpetrators
- **Prosecute** perpetrators

1.9   Southwark Safeguarding Children Board's commitment to tackle CSE is articulated in its pledge on CSE, agreed by all member agencies on Board. This pledge is enclosed as Appendix A.

1.10   The Rotherham Inquiry into CSE found that "as early as 1998, [...] procedures identified the victims as children and the prosecution of perpetrators as a priority. Under the auspices of the SCB and its predecessor, the Area Child Protection Committee, there was a good range of strategies, policies and procedures applicable to child protection and specifically to CSE. These were of generally good quality and had been developed on an inter-agency basis. **The weakness was that the Safeguarding Board rarely seemed to check whether they were being implemented and whether they were working. The challenge function of the Safeguarding Board did not appear to have been fully exercised**".   SSCB is aware of the need to fully implement, evaluate and review this strategy.

2.0 Definition

2.1   Child sexual exploitation is a form of child abuse. Southwark's Safeguarding Children Board is using the definition of CSE set out by the Department for Education in 2012:

> *Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) 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 can occur through the use of technology without the child's immediate recognition; for example being persuaded to post sexual images on the internet/mobile phones without immediate payment or gain.*
>
> *In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.*
>
> Source: [Tackling Child Sexual Exploitation Action Plan, DfE 2011](#)

2.2   There are six key points to emphasise in this definition which will affect the understanding of CSE:

- CSE as a form of abuse can apply to all children and young people, not just those under the age of consent – children aged 16 or 17 can still be sexually exploited, and children from any ethnic or religious background can be victims;
- CSE can occur in a wide range of relationships, contexts and exploitative situations, including bullying;
- There is typically a power imbalance between perpetrator and victim;
- The victim commonly has *limited* choice – resulting from their various vulnerabilities – though may not recognise the limitations of their ability to choose;
- Increasingly, the use of technology (particularly mobile phones and social networking) is involved in incidences of CSE.
- A victim cannot consent to their abuse: children are not responsible for being sexually exploited.

2.3   There are many characteristic warning signs that a child may be being sexually exploited. These include, but are not limited to:
- Going missing for periods of time or regularly coming home late
- Regularly missing school or education or not taking part in education
- Appearing with unexplained gifts or new possessions
- Associating with other young people involved in exploitation
- Having older 'boyfriends' or 'girlfriends'
- Suffering from sexually transmitted infections
- Mood swings or changes in emotional wellbeing
- Drug and alcohol misuse; and
- Displaying inappropriate sexualised behaviour.

2.4   Research carried out by Barnardo's in 2011 identified three broad categories of CSE. These were:

1	Inappropriate relationships	Usually involves one perpetrator who has inappropriate power or control (physical, emotional, financial, etc) over a young person – perhaps indicated by a significant age gap. The young person may believe they are in a loving relationship.
2	'Boyfriend' model and peer exploitation	Perpetrator befriends and grooms a young person into a 'relationship' and coerces them to have sex with friends or associates This can be associated with gang activity.
3	Organised / networked CSE and trafficking	Young people are passed through networks, possibly over geographical distances between places where they will be coerced into sexual activity with multiple perpetrators. Young people may be used as agents to recruit others into the network. Some of this type of CSE can be serious organised crime and involve the buying and selling of young people.

3.0 Current intelligence and problem profile: shaping our priorities

3.1   It is generally acknowledged there are low levels of reporting of CSE nationally and so it remains largely invisible. No datasets available locally illustrate the likely true extent of CSE in the borough.

3.2   Our starting point must be, therefore, to assume that CSE is happening in Southwark in different ways, at different locations and across communities. One outcome of this strategy is to improve the collection, analysis and application of data pertaining to CSE.

3.3   Over recent years, Southwark's Multi Agency Sexual Exploitation Panel has considered individual victims of CSE on a case-by-case basis, shared information and contributed to the plan for safety for these young people.

3.4   A review of open cases took place in April 2014 to identify the characteristics of young people who may be at risk of CSE. Largely consistent with national profiling of CSE victims, this found that:

- A large proportion of those at risk were children in care, spread evenly between placements in borough, within London and out of London
- Many were children frequently going missing from care
- Around half of the children at risk were still living at home
- The vast majority were in education, though some had poor or persistent absence
- A high proportion of those at risk had a Special Educational Need

3.5   A more comprehensive problem profile is needed to understand the manifestation and characteristics of CSE in Southwark – such as types of victims, perpetrators, locations, grooming methods and the potential implication of gangs and drugs. Building capacity to understand and analyse CSE is a key element of this strategy. As a key information sharing resource, the MASH will play a crucial role in the collation of CSE data and as such all CSE concerns will be brought to the attention of MASH.

3.6   Developing a more robust approach to preventing CSE among those children in local authority care is a high priority, and will have implications for risk assessment, placement matching and brokerage.

3.7   It is known that trafficked children can be at particularly acute risk of CSE, as traffickers forcefully move children into or around the UK specifically for the purposes of prostitution and sexual exploitation by gangs, groups or individuals. Cases involving trafficking require close co-operation with the UK Human Trafficking Centre and specialist immigration officials where relevant.

3.8   A strategic link must be established between children who go missing from home, school or care and our action to prevent CSE and safeguard children. Operationally, data about these children must be routinely triangulated to consider CSE risks.

3.9   Through direct engagement and ethnographic research with young people in preparation for this strategy, we know that CSE is not a widely understood concept among adolescents. Young people may be familiar with relationships where one person 'takes advantage' or 'manipulates' another, but young people are unlikely to understand the long-term harm that can result from sexual exploitation, nor that such exploitation constitutes abuse. We know, too, that the dangers of grooming are likely to be ill-understood and that many young victims will perceive the relationships they are in to be harmless.

3.10   In Southwark, links between CSE and gangs are thought to be highly probable. The borough has a strong strategy in place to tackle gang culture, and CSE disruption strategies must be closely aligned with intelligence around gangs and drugs. The role of Community Safety in this is key.

4.0 Principles

4.1   The following principles will inform everything we do to tackle CSE in Southwark. They are drawn from the Children's Commissioner's 'See me, Hear me' framework, as per Appendix D.

- **The interests of children are our top priority:** Our approach to prevention and casework will involve listening to children, acting on what children and victims tell us, and keeping children safe from exploitation. We recognise that all children have different level of needs therefore it is important to tailor support to their needs which leads to a appropriate multi agency response

- **Enduring relationships and support are essential:** To be safe, victims need stable, supportive relationships with their parents or carers and with professionals. Victims will be treated and regarded as victims. Victims cannot be blamed for being abused.

- **We need a thorough and dynamic understanding of CSE in Southwark:** We will build a comprehensive profile of the local problem to inform action plans, commissioning, training. And disruption.

- **We must act together as partners:** We will implement a single, coordinated approach across the multi-agency partnership, delivered across all agencies and at all levels of intervention. We will avoid silos by embedding CSE in other policies, processes and strategies across the partnership. We will share information where it is in the best interests of the child.

- **We must enable our staff to do the best possible job:** Our staff will require training, supervision and support in order to keep children safe from CSE and support victims

5.0 Strategic Intent & Priorities

5.1   Our strategic priorities derive from our principles and our problem-profile to date and are informed by our learning from national publications and reviews. These have included the Office of the Children's Commissioner's Inquiry into CSE in Gangs and Groups Gangs (*If only Someone had listened*), the London Councils / London Safeguarding Children Board report *Tackling CSE: A study of Current Practice in London*, and the Met Police Pan-London Operating Protocol for CSE. Our safeguarding board has also consulted with boroughs such as Rochdale and Bradford, who have well developed approaches to tackling CSE.

5.2   In the light of recently published materials, specifically the Inquiry into CSE in Rotherham, this strategy will be renewed in Spring 2015. We will undertake a review of this strategy with due consideration to the lessons emerging from this Inquiry.

5.3   Our five strategic priorities are to:

   a. **Prevent** CSE from occurring in Southwark and to children from Southwark.
      - Multi-agency pledge
      - Training for staff
      - Awareness raising in schools, including through PSHE
      - Community awareness: campaign and potential online social marketing
      - Engagement with community groups and faith groups
      - Engagement with licensees in taxi firms and hotels
      - Leveraging the licensing process to ensure licence applications consider safeguarding risks including CSE

   b. **Build intelligence** and quickly identify the victims, perpetrators, models and locations involved.
      - Dedicated CSE coordinator
      - New CSE protocol, ensuring routine referral via MASH
      - Robust monitoring of children missing from home, school and care
      - Establishing Police-led MASE meeting
      - Commission problem profile
      - Update Thresholds document
      - Understand the young person's experience of our services

   c. **Provide timely, effective support** to all victims of CSE
      - Strengthen approach to working with trafficked children
      - Commission dedicated CSE casework
      - Implement risk assessment tool for CSE cases
      - Embed protocol which ensures multi-agency collaboration on complex cases

   d. **Disrupt** the activities of those that are sexually exploiting children.
      - MASE meeting to use Problem Profile to specifically plan disruptions

- Regular reporting on number of disruptions
- Continue work with licensing and other agencies

    e. **Prosecute** perpetrators to the full extent of the law.
- Implementation of Pan London Protocol
- Use of Ancillary Orders
- Support for victims in the criminal justice process
- Toolkit of investigative strategies

5.4   As the local problem profile is developed and so agencies' understanding of CSE in Southwark is improved, SSCB will revisit these priorities and ensure they reflect the nature and level needs in the borough.

5.5   These priorities provide the framework for our action plan, which sets out how we will go about delivering against these priorities. Our action plan is included as Appendix C.

6.0 Operating model

6.1   Southwark's Safeguarding Children Board is committed to implementing a coherent operating model for tackling CSE. This will be developed and refined as the problem profile and other immediate work in the action plan is undertaken. However, the Board has agreed in principle to implement the 'See me, Hear me' model as set out by the Office of the Children's Commissioner. This is included at Appendix C. The key features to which we are committed are:
- Strategic lead from Safeguarding Children Board and CSE subgroup
- A CSE lead within each agency
- A 'problem profile', pulling together evidence from all agencies
- A CSE coordinator based in Southwark Council
- A CSE referral hub within MASH
- Co-ordination across other sub groups/networks ensuring that professionals and other adults in contact with children and young people are alert to risk factors and indicators of CSE
- End to end services, from prevention to rehabilitation and including a range of specialist support to target support effectively
- A strong contribution from the Voluntary and Community Sector

7.0 Evaluation

7.1   The CSE Subgroup will review this strategy in June 2015 in the light of emerging priorities or concerns.

7.2   The CSE Subgroup will monitor the effectiveness of this strategy using its CSE data dashboard. The CSE data dashboard covers all elements of the strategy:
- Prevention, e.g. number of staff trained
- Identification, e.g. number of referrals and source of referrals
- Support, e.g. number of cases at CiN, CP and LAC

- Disruption and Prosecution, e.g. number of disruptions compared to other London boroughs

7.3   An early sign of success will be an increase in the number of CSE referrals. This will demonstrate the effectiveness of awareness raising activity and the embedding of the referral protocol.

7.4   Audit (both multi- and single-agency) will also contribute to the evaluation of this strategy. An initial multi-agency audit is planned for December 2014, with a secondary evaluative audit in December 2015.

7.5   The voices of children and young people are also important for the evaluation of this strategy in terms of their perspectives on preventative and support work. The Board will develop means of listening to the voices of children and young people about the effectiveness of prevention (PHSE) and the appropriateness of support work (including work by social care).

Appendix A: Southwark Safeguarding Children Board Pledge on CSE

Southwark Safeguarding Children Board will:

- Take a proactive, co-ordinated multi-agency approach.

- Prioritise intelligence and analysis, and use it to develop our understanding of the prevalence and nature of CSE in Southwark.

- Do everything in our power to prevent CSE from happening in Southwark and to Southwark children.

- Focus on early identification and providing early help.

- Support parents, communities and professionals to identify signs of vulnerability and signs of abuse and know what they should do and where to get help.

- Establish the MASH as a single point of referral

- Develop a shared risk assessment model used by all agencies across a continuum of need (up to 25 years of age)

- Ensure professionals working at all levels of need understand CSE, have confidence in how to respond, and have access to expert support and advice.

- Develop a range of interventions across a continuum of need, taking a child- or family-centred approach to supporting victims and survivors.

- Devise a strategic approach to disrupting and prosecuting perpetrators.

- Monitor outcomes and learn from successes and failures.

Appendix B: Warning signs and vulnerabilities checklist identified during Phase 1 of the Inquiry (Children's Commissioner)

The following are typical vulnerabilities in children **prior to abuse:**

- Living in a chaotic or dysfunctional household (including parental substance use, domestic violence, parental mental health issues, parental criminality)
- History of abuse (including familial child sexual abuse, risk of forced marriage, risk of honour-based violence, physical and emotional abuse and neglect)
- Recent bereavement or loss.
- Gang-association either through relatives, peers or intimate relationships (in cases of gang associated CSE only).
- Attending school with children and young people who are already sexually exploited.
- Learning disabilities.
- Unsure about their sexual orientation or unable to disclose sexual orientation to their families.
- Friends with young people who are sexually exploited.
- Homeless.
- Lacking friends from the same age group.
- Living in a gang neighbourhood.
- Living in residential care.
- Living in hostel, bed and breakfast accommodation or a foyer.
- Low self-esteem or self-confidence.
- Young carer.

The following signs and behaviour are generally seen in children who are **already being sexually exploited.**

- Missing from home or care.
- Physical injuries.
- Drug or alcohol misuse.
- Involvement in offending.
- Repeat sexually-transmitted infections, pregnancy and terminations.
- Absent from school.
- Change in physical appearance.
- Evidence of sexual bullying and/or vulnerability through the internet and/or social networking sites.
- Estranged from their family.
- Receipt of gifts from unknown sources.
- Recruiting others into exploitative situations.
- Poor mental health.
- Self-harm.
- Thoughts of or attempts at suicide.

Evidence highlighted in the interim report showed that any child displaying several vulnerabilities from the above lists should be considered to be at high risk of sexual exploitation. Professionals should immediately start an investigation to determine the risk, along with preventative and protective action as required. However, it is important to note that children and young people without pre-existing vulnerabilities can still be sexually exploited. Therefore, any child or young person showing risk indicators in the second list, but none of the vulnerabilities in the first, should also be considered as a potential victim, with appropriate assessment and action put in place as required. **The following organisations and agencies** need to take account of the above list and work together to identify children and young people showing the warning signs of, or who are vulnerable to, child sexual exploitation, and act accordingly.

- Accident and Emergency departments
- CAMHS services
- Children's Social Care (including family support/early intervention teams, child protection/duty and
- assessment teams, looked-after children teams, leaving care teams)
- Drop-in clinics and community based health services
- Drugs and alcohol misuse services
- Educational institutions (including schools, pupil referral units, academies, private schools, special
- schools, and extra-curricular provision)
- Fire Service
- Gangs and serious youth violence projects
- GP surgeries
- GUM and family planning clinics
- Housing (including foyers, hostels, refuges, bed and breakfast, and housing associations)
- Midwifery and health visitors
- Police (including neighbourhood policing, missing, safer schools officers, gangs and youth violence, organised crime, trafficking, child abuse investigation teams, sexual offences teams)
- Residential children's homes
- Sexual Assault Referral Centres
- Violence against women agencies (including rape crisis and refuge provision)

Appendix C: Southwark Safeguarding Children Board: CSE Multi Agency Action Plan

This action plan will be monitored by the CSE Subgroup and Southwark Safeguarding Children Board with R-A-G ratings describing progress completing the action and, where relevant, the impact of that action.

Monitoring the Action Plan is one of the ways in which Southwark Safeguarding Children Board will evaluate the effectiveness of its approach to tackling CSE.

In addition, the CSE Subgroup reviews, at each meeting, a data dashboard covering various elements of the strategy, for example:

- Prevention, e.g. number of staff trained in online and face-to-face training, number of schools with CSE integrated into PSHE curriculum
- Identification, e.g. number of referrals and source of referrals, review of the problem profile, age and gender profile of victims
- Support, e.g. number of CSE cases with a Child Protection Plan, number of CSE cases relating to Looked After Children
- Disruption and Prosecution, e.g. number of disruptions compared to other London boroughs

Audits of cases, both within Children's Social Care and across the multi-agency partnership, will be another means used to judge the effectiveness of this strategy. Audits will illustrate the quality of interventions, the speediness of response, the effectiveness of safety planning and the effectiveness of multi-agency working. An initial multi-agency audit is planned for January 2015, with follow-up audit timings to be determined following the outcome of the first phase.

The voices of children and young people are also important for the evaluation of this strategy in terms of their perspectives on preventative and support work. The Board will develop means of listening to the voices of children and young people about the effectiveness of work to prevent CSE and support offered to victims.

STRATEGIC PRIORITY 1: **PREVENT** CSE FROM OCURRING IN SOUTHWARK AND TO CHILDREN FROM SOUTHWARK

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	DATE DUE
1.Raise the profile of CSE by agreeing and promoting a multi-agency pledge on tackling CSE	All agencies on SSCB to sign the pledge.	Chair, SSCB	Pledge signed and on SSCB website. Promoted via a SSCB press release.	Dec 14
2. Engage <u>all</u> staff through a multi-agency training strategy	All staff to access online training by end Jan 2015	CSE subgroup	% take up of e-learning as reported to CSE subgroup	Jan 2015
	Develop local package of multi-agency training on CSE, based on a training needs analysis		CSE training strategy to note levels of training and target audiences, together with evaluation approach Number of staff trained across SSCB partnership; feedback on training from participants	April 2015
	Ensure CSE embedded in basic SSCB training		Review of basic safeguarding training and evidence that CSE included in all relevant SSCB training	COMPLETE
3. Engage children and young people to improve their understanding of CSE and dissuade them from being involved	Ensure CSE included in the PSHE curriculum	Public Health & PSHE Coordinator	CSE included in in PSHE curriculum all secondary schools. Board to explore means of evaluating this incorporating voice of young people.	March 2015
	Target CSE-specific work at schools with highest number of reported 'at-risk' children (from problem profile) and other high risk groups	Head of Early Help	CSE prevention programme devised and delivered in targeted schools. Board to explore means of evaluating this incorporating voice of young people.	March 2015
4. Raise awareness of CSE across the community	Southwark-wide awareness campaign targeting parents and young people To also consider use of online social marketing campaigns and	Head of Campaigns Director, Children's Social care	Campaign initially deployed in early 2015 Successful campaign likely to lead to increase in referrals in short-medium term.	March 2015

	broadcast media			
	Develop and execute plan for engagement with faith and community groups. Messages to target both victim and perpetrator cohorts.	Community Engagement Cllr J Mohammed	Community engagement action plan Evidence of community engagement and numbers involved. Board to consider feasibility of follow-up evaluation of impact of community engagement, suggested 3 months post-hoc Successful engagement likely to lead to increase in referrals in short-medium term.	Feb 2015 May 2015
5. Develop a specific preventative approach to CSE for CLA	To work with young people in the appropriate forum to develop and execute plan for enhancing protection of CLA.	Director, Children's Social care	Young people help shape approach to CSE prevention for CLA; this approach presented to CSE subgroup and agreed. Future audit shows improved safety planning for CSE in CLA cases and evaluation incorporates voice of young people.	Feb 2015
6. Develop a specific preventative approach to CSE for children with learning disabilities particularly at transition age	Develop and execute plan for enhancing protection of young people with learning disabilities and explore means of co-creating this with service users.	Director, Adult Social care	Approach to CSE prevention for LD presented to CSE subgroup Future audit shows improved safety planning for CSE in LD cases and evaluation incorporates voice of young people where possible.	Feb 2015
7. Deploy Operation Makesafe in Southwark	Police work with agencies and organisations to engage with training and awareness regarding CSE (Hotels, taxi firms, businesses, etc)	Police	Deployment of Operation and number of establishments reached. Number of CSE concerns reported to Police by licensed premises Feedback from licensees.	June 2015

8. Lead officer from each agency to be named in relation to CSE prevention	Identify leads for prevention within each agency	Chair, CSE Subgroup	Lead officers agree prevention actions relating to this strategy in their agency and report on action and impact of that action, where possible, at alternative CSE subgroup meetings	Jan 2015
9. Build in safeguarding mechanisms within licensing process	Safeguarding Board Development Manager to screen all licensing applications re: 'Protection from Harm' standards	SSCB Dev Mgr	Licensing applications actively consider safeguarding and this influences decisions	Taking place

STRATEGIC PRIORITY 2: **BUILD INTELLIGENCE** AND QUICKLY IDENTIFY VICTIMS, PERPEPTRATORS, MODELS AND LOCATIONS INVOLVED, WHERE CSE DOES OCCUR

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
10. Appoint a CSE co-ordinator to form and maintain multi-agency links, lead the creation of an intelligence hub, manage the CSE action plan and support the CSE sub group.	Appoint CSE coordinator	Director of Children's Social Care	Post created and filled	Feb 2015
11. Adopt the provisions of the [Met Police pan-London operating protocol on CSE](#)	Establish MASE meeting with Terms of Reference compliant with MPS Protocol	Police	ToR agreed and meeting takes place monthly. Effective MASE meeting should lead to increase in disruptions Planned audit activity will evidence effectiveness of MASE function	Jan 2015
	Design local process and protocols to fit with pan-London protocol	CSC	Protocols agreed by CSE subgroup. Planned audit activity will evidence effectiveness of MASE function MPS-led review of MPS Protocol is planned for early 2015.	COMPLETE
	Commission Problem Profile of CSE in Southwark	MASE meeting	Problem profile actively used at MASE meeting	Feb 2015
12. Develop an intelligence hub in the MASH to provide an analytical function and develop Southwark's problem profile	Maintain single record of CSE to enable monitoring, reporting and production of problem profile. To include all categories of CSE cases and all LBS CLA cases	Police MASH	Able to report CSE data in terms of referrals and status within social care to CSE subgroup. Evidence that this data informs the Problem Profile and MASE meeting.	Jan 2015

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
13. Complete JSNA exercise for CSE	Commission and complete JSNA needs analysis for CSE	Director of Children's Social Care Public Health	JSNA requirements agreed JSNA complete Evidence that JSNA is used to inform service planning and any commissioning	Jan 2015 TBC
14. Identify children at risk at an early stage across all agencies and ensure those children have a full assessment of their needs and referral to relevant services for intervention and support	Develop our protocol/threshold document for referral and early risk assessment ensuring compliane with statutory guidance for example as outlined in Working Together,	Head of QA	Thresholds and referral protocol make specific reference to CSE. Data on CSE referrals is reported, analysed by CSE subgroup.	COMPLETE
	Understand circumstances associated with CSE such as gangs, trafficking, e-safety, missing	Head of Assessment & Intervention	Cohort analysis of CSE referrals Audit activity demonstrates proactive risk management covering related issues.	March 2015
	Ensure referral pathway to LADO is clear where the alleged CSE perpetrator is aprofessional	LADO	LADO referral pathway incorporated into CSE Protocol. LADO reporting specifically refers to CSE.	Dec 2014
	Data on children missing from home, care and school to be routinely monitored for CSE risk	Director, Children's Social care	Monitoring process agreed and active. Evidence this information is analysed and used in the appropriate forum.	Jan 2015
15. All agencies to ensure staff working with children understand the signs of vulnerability and of abuse. Then develop intervention strategies to prevent escalation. This will include	CSE focus at Child Protection Updates, designated leads meetings	SSCB Development manager	CSE focus of key network meetings and presentation circulated	Jan 2015
	CSE online training tool shared across agencies	SSCB Development manager	No. of staff outside of social care accessing training. Feedback provided on training and its impact, Evidence this informs updates to training programme.	Feb 2015

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
identifying actual or potential perpetrators	Disseminate to and train in the use of CSE risk assessment tool alongside new protocol	Director Children's Social care	Multi agency audit, Dec 2015	Jan 2015
	Ensure CSE is adequately covered in all agencies' CP and Safeguarding policies	Audit & learning subgroup[p	Section 11 audits demonstrate inclusion of CSE in organisational processes for safeguarding and that agencies are monitoring effectiveness and impact	April 2015
	Review all basic safeguarding training to contain signs of CSE, including single agency training programmes.	Organisational development team and all agencies	Evidence that training has been updated or that CSE is included presented to CSE subgroup. Feedback from training participants on putting learning into practice	March 2015
	Ensure CSE covered in training on E-safety; Missing children; trafficking and gangs	Organisational development team & Practice development sub group	Evidence that training has been updated or that CSE is included presented to CSE subgroup and that agencies have the means to assess the impact of this training	Nov 2014
	Gather insight around CSE from service users and from assessment about the young person's experience and use to shape work with vulnerable children and young people	Director, children's social care	Research report produced highlighting young person's experience	May 2015
	Analyse report of children's rights officer into experience of children missing from care to shape future work with this cohort	Head of Quality Assurance & Missing from care steering group	Recommendations presented to CSE subgroup	Feb 2015

STRATEGIC PRIORITY 3: **PROVIDE TIMELY, EFFECTIVE SUPPORT** TO ALL VICTIMS OF CSE, ENABLING THEM TO ESCAPE THE ABUSE, RECOVER FROM ITS EFFECTS AND REMAIN FREE FROM ABUSE

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
16. Establish the MASH as the single point of referral for all CSE	Develop MASH to receive and analyse all CSE referrals, and ensuring risk assessment is carried out as per Police Protocol. MASH will also hold a single record of CSE concerns. .	Head of Assessment and Intervention	CSE single record is in place, complete and kept up-to-date and informs MASE meetings	Feb 2015
17. Consider the needs of CSE victims and their families and commission/provide therapeutic and support services	Commission CSE specialist casework capacity	Director, Children's Social Care	Casework capacity for specialist CSE work in place and sufficient for demand. Audit shows this casework to have positive impact on child's safety and wellbeing	Nov 2014
	Identify best means to consider needs of victims and their families, as per Scrutiny recommendation	CSE subgroup	Research/insight report published and used to inform commissioning decisions	Jan 2015
18. Strengthen approach to managing cases involving trafficked children who may be at ongoing risk of CSE	Embed the London Safeguarding Children Board's Trafficked Children Toolkit in cases involving trafficked children	Head of Service: Care	Audit of trafficking cases and using audit findings to inform practice and service delivery.	July 2015
19. Embed risk assessment tool for CSE	Phoenix CSE risk assessment tool to be embedded across social care	Director, Children's Social Care	Impactful and robust risk assessment is evidenced in May/June 2015 audit	May 2015
20. Group work with CSE victims in care or leaving care	Children's Society group work programme to be evaluated and, if appropriate, extended	Head of Service, Care	Evaluation identifies strengths and weaknesses of groupwork activity, with appropriate plan for extension	Feb 2015
21. Consider use of e-tools to support practitioners	Explore IT solutions such as Patchwork to aid frontline practitioners in multi-agency CSE cases	Director, Children's Social care	Clear evaluation of potential value of online solutions for multi agency working shared with CSE subgroup	March 2015

STRATEGIC PRIORITY 4: DISRUPT THE ACTIVITIES OF THOSE THAT ARE SEXUALLY EXPLOITING CHILDREN USING THE FULL RANGE OF POWERS AVAILABLE ACROSS THE MULTI-AGENCY PARNTERSHIP

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
22. At MASE meeting, use intelligence (Problem Profile and characteristics of recent cases) to identify local hotspots, offenders and victims	All agencies to contribute intelligence – soft and hard – to problem profiling. Agencies to include: anti social behaviour unit ,housing, licensing department, community wardens	Met Police with all agencies including those identified for particular relevance	Increase in in disruptions and prosecutions	Nov 2014
23. Develop local disruption plans as part of prevention strategy	Train local police staff in spotting the signs of CSE and in disruption techniques	Police CSE subgroup	Police training plan and how this will be evaluated to be discussed at CSE subgroup to complement multi-agency offer.	April 2015
24. Maintain operational link between MASE and Community Safety / Gangs work	Head of Community Safety to attend MASE meeting	Police MASE chair	Gangs links routinely considered at MASE meeting	Jan 2015
25. Explore ethics and potential of online presence for CSE prevention – Camden model	Consider relevant practice in other LAs where practitioners use social media to alert potential victims to their vulnerability and gather insights	SSCB Development Manager	Recommendations to CSE subgroup	April 2015

STRATEGIC PRIORITY 5: **PROSECUTE** PERPETRATORS TO THE FULL EXTENT OF THE LAW

WHAT WE WILL DO	HOW WE WILL DO IT	LEAD	MEASURE OF SUCCESS	TIME
26. Develop and implement a process for the identification and management of offenders and potential perpetrators	Pan London Protocol. Reporting of CSE suspicions via referral pathways to Police and completion of CRIS (Crime reporting information system) with CSE flags and outcome codes for positive intervention with victim, orders on suspects and positive disruption. Use of locate trace markers on PNC (Police National Computer) for victims and suspects identifying CSE concerns. Bail Management. Conditions etc.	Met Police	Sexual Exploitation Team (SET) data provides numbers of CRIS reports, Flags, outcome codes, PNC data.	Jan 2015
27. Utilise Ancillary Orders to maximize effect. The effective use of these orders will assist investigation, restrict and manage offenders and support victims	Child Abduction Warning Notice under Section 2 of Child Abduction Act 1984 (under 16) and Section 49 of the Children's Act 1989 (LAC under 18) ROSHO (Risk of Sexual Harm Order), SOPO (Sexual Offence Protection Order), VOO (Violent Offender Order) all monitored and managed by Jigsaw.	Met Police	Police data reported to CSE subgroup.	Jan 2015
28. Ensure victims are supported throughout the criminal justice process from report to court	Provision of specific services for victims and witnesses. Special Measures and use of intermediaries.	Met Police	Police measures to be reported to CSE subgroup	Feb 2015

	Pre court familiarisation visits			
	Transport to and from court			
	Pre view ABE (Achieving Best Evidence)			
	1-2-1 with Barrister			
	CICA (Criminal Injuries) assistance			
29. Ensure all investigators have suitable accreditation.	Sexual Exploitation Team staff will have Child Abuse Investigation Induction Course	Met Police	Training figures and information on evaluation of training from Police	Current
30. Ensure investigative strategies are shared and embedded in practice	Toolkit of Investigative Strategies Proactive methodologies protected. Sharing current defence tactics Sharing of best practice from successful prosecution data	Met Police	Multi agency audit activity to demonstrate investigative strategies	Late 2015 audit

Appendix D: Operating Model

(From *If only someone had listened*: Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups Final Report November 2013)
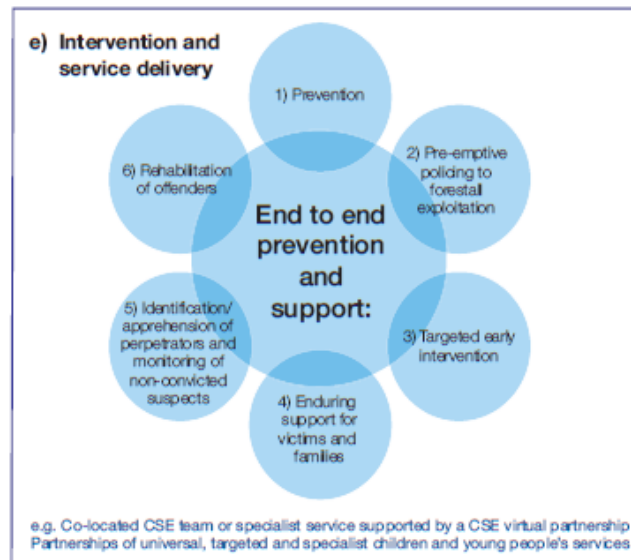

See Me, Hear Me
A Framework for protecting children
Figure 11: Functions, processes and structures

See me, Hear Me – A Framework

a) Accountability for all safeguarding and strategic coordination
e.g. Local Safeguarding Children's Board (LSCB)
Health and Well Being Board

e) Intervention and service delivery

b) Multi-Agency strategic planning on CSE
e.g. LSCB Child Sexual Exploitation (CSE) Sub Group

CSE Coordinator

1) Prevention
2) Pre-emptive policing to forestall exploitation
3) Targeted early intervention
4) Enduring support for victims and families
5) Identification/ apprehension of perpetrators and monitoring of non-convicted suspects
6) Rehabilitation of offenders

End to end prevention and support:

c) Partnership and information-sharing for identification and assessment
e.g. Multi-Agency Safeguarding Hub (MASH)

Vulnerable Adolescents Panel

e.g. Co-located CSE team or specialist service supported by a CSE virtual partnership
Partnerships of universal, targeted and specialist children and young people's services

d) Coordination of multi-agency strategic groups
e.g. LSCB Sub Groups on: Missing/Gangs/VAWG
Coordinators for: Missing/Gangs/Serious Youth violence