

RECENT CSE REVIEWS & INSPECTIONS REPORTS – SUMMARY OF RECOMMENDATIONS

Barnardo's Rotherham Practice Review – Nov 13

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| 4.1 | We recommend that all key managers and Council members revisit the vision and strategy to establish if the original intentions are effective and delivering the expected changes. |
| 4.2 | A clear media and communication strategy be developed that all agencies and key personnel share and work towards. |
| 4.3 | A named designated manager be identified to manage the day-to-day activities and shape service delivery of the CSE specialist co – located team. |
| 4.4 | In line with the action plan, the positioning of a police analyst within the co-located CSE team. |
| 4.5 | The CSE specialist co – located team to undertake monthly team building and clinical supervision in order to assist in the team's development and understanding of various disciplines and to support the relatively new team in bonding together, understanding each other's roles and developing a shared model of work in practice to meet the needs of sexually exploited young people. |
| 4.6 | The implementation of a South Yorkshire wide CSE Risk Assessment tool. |
| 4.7 | Development of a participation strategy for young people and their families involved/ at risk of CSE. |
| 4.8 | It is recommended that the training strategy be widened and adopt a "train the trainer" approach to include all faith groups and communities, including the local business community. |
| 4.9 | Annual review of service provision as a way of ensuring that the CSE action plan and CSE strategy are implemented and are effective. |

PCC HMIC Review 2013

Immediately

The force should review the management of cases by staff in the dedicated child sexual exploitation teams, and ensure this always complies with statutory child protection guidance.

The force should communicate and explain to the PCC, staff and other interested parties the delay in deploying the ten additional child sexual exploitation officers to the districts.

Failure to fill a vacant post in the Rotherham team that manages sex offenders means that the remaining officers face an unmanageable workload. The force should review the team to ensure that it has sufficient staff to manage sex offenders in line with national guidance.

The force should review the staffing arrangements within the Hi-Tech Crime Unit, to ensure these are sufficient to manage effectively the demands of a thorough and comprehensive child sexual exploitation strategy.

The force should audit its response to child sexual exploitation, to assess whether the changes it is making are having the desired effect (i.e. of improving outcomes for children), and to identify any further work that is required.

Within three months

The force should review its internal communication regarding child sexual exploitation and ensure that clear, consistent messages are passed to all officers and staff. The messages should ensure that everyone knows which chief officer is the lead on tackling child sexual exploitation.

The force should review the tool used to assess the risk of child sexual exploitation to ensure it provides the best possible reflection of the level of risk faced by victims. This could involve additional training for those using the tool, or a change to the scoring mechanism used to calculate the level of risk.

The force should translate the PCC's strategic priorities into operational delivery on the ground.

The force should review the workloads of all staff within public protection units to ensure they have the capacity to manage effectively the cases they are allocated. HMIC (2013) *South Yorkshire Police's Response to Child Sexual Exploitation* 35

Within six months

The force should review its training plan to ensure all staff develop and sustain a good understanding of child sexual exploitation.

The force should review the processes in place to respond to child sexual exploitation in all four districts, with a view to creating greater uniformity, and ensuring all areas attain the high standards achieved in the Sheffield district.

The force should review the operation of its local intelligence units to ensure child sexual exploitation is thoroughly

supported by an intelligence approach.

The force should review how it can make better use of research and analysis to support strategies to tackle child sexual exploitation.

The force should review how it monitors the internet for evidence of child sexual exploitation to ensure intelligence opportunities are not being overlooked.

RLSCB Chair Review of response to CSE – Dec 13

RECOMMENDATIONS

- 1) **The role and structure of the Child Sexual Exploitation Team and the CSE delivery plan should be reviewed as part of an ongoing process for future strategic development. In particular, consideration should be given to the;**
 - a. **Structure**
 - b. **Location**
 - c. **long term aims and objectives of the team,****to ensure clarity of purpose and adequate and appropriate resourcing.**
- 2) **The performance management and governance structures around CSE management requires greater clarity. A mapping exercise of current structures, together with a more proactive and intrusive performance management regime, should be considered by all agencies and in particular the LSCB.**
- 3) **Future plans should be communicated to both victims and professionals so that there is no doubt about the seriousness with which CSE is taken. Professionals should be provided with the tools to ensure they are able to support victims in an appropriate and timely manner.**

AREAS FOR IMPROVEMENT

- The CSE team needs to be provided with a dedicated senior manager. This would ensure better cohesion between Children's Social Care Services, the Police and the CSE team. It would also provide the Borough with a senior person who could deal with all CSE issues and drive through, not only the action plan, but also those recommendations that have been agreed from this and other reports. A 'dedicated' senior manager for CSE may only need to be a short-term appointment but would provide a focus to this work.
- The CSE team terms of reference need to be reviewed and referral thresholds and the response across the continuum of need re-considered. Put simply, there needs to be greater clarity on the role and remit of the CSE team. This should not detract from the hard work already undertaken, but without the required clarity of purpose there is a danger the team will be subsumed in a mountain of referrals and case work and will lose focus.
- There would be some obvious advantages to moving the CSE team to a more suitable location. I accept this would require a massive commitment, particularly from the Police and Local Authority, which may be unrealistic at this time, but should nevertheless be given due consideration.
- The CSE team needs to develop closer links with the Integrated Youth and Support Service to ensure that they continue to develop a 'Prevent' approach to their work and they should undertake a 'needs' assessment and mapping exercise of available support.
- Whilst the CSE strategy is clear the associated action plan, whilst comprehensive, lacks some clarity and should be reviewed to ensure that actions and milestones are congruent with SMART criteria.
- The CSE sub group is a practical and effective group. However, it would benefit from a review of membership and terms of reference to ensure it remains strategic in its approach and directs the 'Silver' group to meet the action plan milestones.
- The LSCB is well supported but needs to improve its level of challenge and, in particular, develop a more intrusive and challenging performance management framework.
- The various multi-agency partnership forums need to be reviewed to ensure they all serve a valuable purpose and fit together to improve outcomes at the front end. Each multi-agency forum appears to have been set up in response to a specific problem (for instance the Improvement Panel set up in response to an Ofsted Inspection report) and in some ways they seem to have grown organically. Whilst these groups were all well managed there is confusion, at times, as to their specific purpose and function; and in relation to one another. In other words, there is a need to have unambiguous terms of reference that dovetail to each other, with clear goals and measurable outcomes. This will avoid these groups developing into bureaucratic 'talking shops'.

Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups Final Report - Nov 2013

1. The Department for Education should review and where necessary, revise the *Working Together guidance on CSE* (DCSF, 2009). This should include a review of the definition of CSE.

2. Every Local Safeguarding Children Board should take all necessary steps to ensure they are fully compliant with the current *Working Together guidance on CSE* (DCSF, 2009).

3. Every Local Safeguarding Children Board should review their strategic and operational plans and procedures against the seven principles, nine foundations and **See Me, Hear Me** Framework in this report, ensuring they are meeting their obligations to children and young people and the professionals who work with them. Gaps should be identified and plans developed for delivering effective practice in accordance with the evidence. The effectiveness of plans, procedures and practice should be subject to an on-going evaluation and review cycle.

4. There need to be nationally and locally agreed information-sharing protocols that specify every agencies' and professional's responsibilities and duties for sharing information about children who are or may be in need of protection. At the national level, this should be lead and coordinated by the Home Office through the Sexual Violence Against Children and Vulnerable People National Group. At the local level, this must be led by LSCBs. All member agencies at both levels must be signatories and compliance rigorously monitored.

5. Problem-profiling of victims, offenders, gangs, gang-associated girls, high risk businesses and neighbourhoods and other relevant factors must take place at both national and local levels. The Home Office, through the Sexual Violence Against Children and Vulnerable People National Group, should lead and coordinate the development of a national profile. Local Safeguarding Children Boards should do the equivalent at the local level.

6. Every local authority must ensure that its Joint Strategic Needs Assessment includes evidence about the prevalence of CSE, identification and needs of high risk groups, local gangs, their membership and associated females. This should determine commissioning decisions and priorities.

7. Relationships and sex education must be provided by trained practitioners in every educational setting for all children. This must be part of a holistic/whole-school approach to child protection that includes internet safety and all forms of bullying and harassment and the getting and giving of consent.

8. Through the Sexual Violence against Children and Vulnerable People National Group, the Government should undertake a review of the various initiatives being funded by the Home Office, Department for Education, Department of Health and any others as relevant, in order to ensure services are not duplicated and that programmes are complementary, coordinated and adequately funded. All initiatives should be cross-checked to ensure that they are effectively linked into child protection procedures and local safeguarding arrangements