

RECOMMENDATION (with local reference number)	Action No. within existing Action Plan	Comments
RLSCB Chair Review of response to CSE – Dec 13		
RECOMMENDATIONS		
SCB1 - 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; Structure, Location, Long term aims and objectives of the team, to ensure clarity of purpose and adequate and appropriate resourcing.	1.2	Linked to OCC2 and BAR 1 (above) Strategy and Action Plan to be reviewed on an annual basis. Next review taking place Feb/Mar. Action plan and performance data monitored on a monthly basis at the sub-group. Formal quarterly reporting process on impact of strategy for Cabinet now established.
SCB2 - 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.	1.1 1.2 Work has been initiated	Governance documentation has been completed but is currently being revisited to ensure it is in a clear format and accessible by all. In the absence of any National Performance Management Framework for CSE, during the latter half of 2013, significant progress has been made to develop a local framework representative of the partnership. However it has been recognised that the measures relate to activity rather than impact. This development will continue to look at further solutions. The CSE National Working Group representative at the Sub-Group has stated that Rotherham's current performance model is ahead of others that they are currently aware of.
SCB3 - 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.	To be added to Strategic Action 5	To be made into an explicit delivery point under strategic action 5.
AREAS FOR IMPROVEMENT		
SCB4 - 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.	1.4	Currently two team managers (one social care one police) share this responsibility. Plans have begun to establish a new single Multi-Agency Safeguarding Hub Considerations to be given to a single manager within the structures of the MASH.
SCB5 - 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.	To be added to Strategic Action 4	To be made into an explicit delivery point under strategic action 4.
SCB6 - 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.	To be added to Strategic Action 4 Work had been initiated	Initial discussions between senior management have already taken place to consider this recommendation. It is intended that a MASH will be formed and situated in the town centre (Riverside) frontline support for young people will be at Eric Mann's alongside IYSS

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		To be made into an explicit delivery point under strategic action 4.
SCB7 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.	Consideration to be given on whether this needs to be more explicit in the Action Plan when reviewed in Feb	IYSS are already part of CSE Sub Group and Operational Groups. IYSS are also leading on the Young Person's Participation Strategy. Needs assessment work would be completed outside the 'Team' and links to the recommendations from OCC. An offender profile and victim profile has been created and share at CSE Sub-Group. And a summary features within the refreshed JSNA. Recruitment of a Police analyst will enable further development of this work.
SCB8 - 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.	1.2 Work had been initiated	Strategy and Action Plan to be reviewed in February.
SCB9 - 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.	1.1	The terms of reference and membership were established and agreed at RLSCB in the last six months. These will be revisited and reviewed following Strategy and Action Plan refresh to ensure the right organisations are included to direct action.
SCB10 - 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.	1.2	(Duplication of SCB2) In the absence of any National Performance Management Framework for CSE, during the latter half of 2013, significant progress has been made to develop a local framework representative of the partnership. However it has been recognised that the measures relate to activity rather than impact. This development will continue to look at further solutions. The CSE National Working Group representative at the Sub-Group has stated that Rotherham's current performance model is ahead of others that they are currently aware of.
SCB11 - 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'.	Not appropriate for inclusion in CSE action plan	This is wider than CSE agenda and will be considered outside the CSE Sub-Group arena.
Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups Final Report - Nov 2013		
OCC1 - The Department for Education should review and where necessary, revise the <i>Working Together guidance on CSE</i> (DCSF, 2009). This should include a review of the definition of CSE.	n/a	Action for DfE. Local safeguarding procedures will be updated on release of updated guidance once released
OCC2 - Every Local Safeguarding Children Board should take all necessary steps to ensure they are fully compliant with the current <i>Working Together guidance on CSE</i> (DCSF, 2009).	1.5	Diagnostic review by RLSCB Chair
OCC3 - Every Local Safeguarding Children Board should review their strategic and	1.2	Strategy and Action Plan to be reviewed on an annual basis.

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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.		Next review taking place Feb/Mar where these principles and reviews outlined within this document will be considered to ensure we are either already meeting recommendations or have clear plans in place to do so
OCC4 - 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.	1.3	ISP in place across the LSCB. Systems in place to facilitate secure data transfer. Having a Multi-agency CSE team, Strategy Discussions and Operational Managers group (silver) facilitate the ability to verbally discuss case level information and identify the appropriate strategies.
OCC5 - 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.	1.2 7.1 7.5	An offender profile and victim profile has been created and share at CSE Sub-Group. And a summary features within the refreshed JSNA. Recruitment of a Police analyst will enable further development of this work.
OCC6 - 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.	1.2 7.1 7.5	Please see above. Due to sensitive nature and low numbers not all data can be made public. However key high stats feature within the new JSNA. In addition the last Police led JSIA has a section dedicated to CSE
OCC7 - 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.	2.3	SRE being co-ordinated by the Healthy Schools team with PSHA leads. Including updating Primary school materials to include age appropriate CSE information Additional group workshops are being delivered to pupils by the CSE Team.
OCC8 - 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	n/a	Recommendation for Government. Outcomes, once published, will feed into further service and partnership development work.
Barnardo's Rotherham Practice Review – Nov 13		
BAR1 - 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.	1.2	Linked to OCC2 (above) Strategy and Action Plan to be reviewed on an annual basis. Next review taking place Feb/Mar. Action plan and performance data monitored on a monthly basis at the sub-group. Formal quarterly reporting process on impact of strategy for Cabinet now established.
BAR2 - A clear media and communication strategy be developed that all agencies and key	Strategic Action 3	Multi-agency Communication group established. Strategy complete Dec 2013

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personnel share and work towards.		
BAR3 - A named designated manager be identified to manage the day-to-day activities and shape service delivery of the CSE specialist co – located team.	1.4	Currently two team managers (one social care one police) share this responsibility. Plans have begun to establish a new single Multi-Agency Safeguarding Hub Considerations to be given to a single manager within the structures of this MASH.
BAR4 - In line with the action plan, the positioning of a police analyst within the co-located CSE team.	4.4	Completed Dec 2013
BAR5 - 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.	-	Fortnightly team meetings in place. Clinical support has previously been provided by student clinical psychologist. This will resume on their return from maternity leave.
BAR6 - The implementation of a South Yorkshire wide CSE Risk Assessment tool.	4.1	Implemented in 2013. Review now underway at regional level to ensure it is fit for purpose
BAR7 - Development of a participation strategy for young people and their families involved/ at risk of CSE.	4.2	Work was commissioned in November and is to be lead by IYSS. Development work to commence Jan 2014
BAR8 - 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.	2.1	Programme in place. 8 trainers trained in November 2013 with representation from various agencies. These will support the current RLSCB Safeguarding training officer in rollout of training.
BAR9 - Annual review of service provision as a way of ensuring that the CSE action plan and CSE strategy are implemented and are effective.	1.2 1.4	LINKED TO BAR1 above To be incorporated into annual review of strategy, action plan and service delivery plans.
PCC HMIC Review of South Yorkshire Police Response to CSE 2013		
<i>Letter to RMBC Chief Executive from Chief Constable of South Yorkshire police (13th January 2014) states that almost all recommendations are now complete with the exception of those actions linked to structural changes across the 4 local authorities.</i>		
<i>Where possible information from this letter has been lifted and inserted below. A specific action plan is owned and managed by SYP and reviewed on a weekly basis, therefore the information below should not be considered to be the complete picture of action taken or planned.</i>		
IMMEDIATELY		
HMIC1 - 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.	1.4	Management structures of Rotherham and other SY PPU's reviewed and staffing changes made. Rotherham has seconded additional resources into the PPU department, these are to be ratified as permanent posts. A number of additional officers will be allocated to work within the district and force CSE teams. Additional staff have also been posted in to the force VISOR unit to increase capacity for the management of sex offenders.
HMIC2 - 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.	Strategic action 3	
HMIC3 - 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	1.4	See above HMIC1 recommendations

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the team to ensure that it has sufficient staff to manage sex offenders in line with national guidance.		
HMIC4 - 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.		
HMIC5 - 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.	1.4	Police performance management framework matrix established. Under constant review and will continue to evolve and develop
WITHIN THREE MONTHS		
HMIC6 - 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.	Strategic action 3	Complete
HMIC7 - 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.		Review is underway.
HMIC8 - The force should translate the PCC's strategic priorities into operational delivery on the ground.		
HMIC9 - 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.		Linked to HMIC1 & 3
WITHIN SIX MONTHS		
HMIC10 - The force should review its training plan to ensure all staff develop and sustain a good understanding of child sexual exploitation.	Strategic action 2	Being considered within the Partnership plan as well as within force staff development
HMIC11 - 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.		
HMIC12 - The force should review the operation of its local intelligence units to ensure child sexual exploitation is thoroughly supported by an intelligence approach.	1.2, 7.1, 7.5	Supported by appointment of CSE analysts
HMIC13 – The force should review how it can make better use of research and analysis to support strategies to tackle child sexual exploitation.	1.2, 7.1, 7.5	The force has appointed two force analysts for CSE. One of which is based at Rotherham PPU (however remains a force-wide resource)
HMIC14 – The force should review how it monitors the internet for evidence of child sexual exploitation to ensure intelligence opportunities are not being overlooked.		
HMIC15 – The force and its partners should examine how it can more efficiently manage the handling of child sexual exploitation information and intelligence. In particular, the difficulties in sharing information within the multi-agency teams at Doncaster and Rotherham (because of incompatible information and intelligence IT systems) should be resolved.	1.3	Secure email being setup and daily team briefings used to share information.