

# **Manchester Safeguarding Boards**

## **Child Sexual Exploitation Strategy 2017 to 2019**

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**MSAB**

MANCHESTER SAFEGUARDING  
ADULTS BOARD

**MSCB**

MANCHESTER SAFEGUARDING  
CHILDREN BOARD

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*Manchester’s Safeguarding Adults Board (MSAB) and Safeguarding Children Board (MSCB) are multi-agency partnerships made up of a wide range of statutory, independent and voluntary agencies and organisations. These all work together to keep children, young people and adults, particularly those who are more vulnerable, safe from the risk of abuse, harm or exploitation.*

*For more information on the work of the Boards visit*  
[www.manchestersafeguardingboards.co.uk](http://www.manchestersafeguardingboards.co.uk)

## **Foreword**

Our aspiration in Manchester is for our children and young people to have a happy, safe, healthy childhood and successful future. Child sexual exploitation (CSE) is a form of child abuse. It is a child protection issue. No child can consent to their own abuse. No child is to blame for their own abuse. Perpetrators are responsible for their actions and present a direct challenge to our aspirations; destroying the lives of individuals and families robbing children of their childhood; affecting all our communities. This is why in Manchester, working with our partners across Greater Manchester, we are determined to address it.

We want to continually improve the way we respond to victims who come forward and report such a crime and to protect those who are, or may be, at risk of sexual exploitation. We also need to step up and refine the ways in which we work together to pursue the perpetrators of this criminal behaviour.

An important part of this strategy is working with young people, communities and professionals to inform them about CSE and the key things to look for. We potentially have young people in relationships that they themselves do not recognise as exploitation and we want to equip them with the knowledge and confidence to come forward.

This strategy describes the prevalence of CSE in Manchester, where we have made good progress and have the evidence to support this view. This refreshed strategy builds on what we have learned, both locally and from the large number of significant reports published on this subject in the last year. Led by the Manchester Safeguarding Children Board (MSCB), the City Council and its partners intend to address and continuously improve the way we are tackling CSE. The strategy confirms how we intend to continue our vitally important awareness raising campaign across Manchester focusing on young people, parents, schools, sections of the business community and all local communities. It outlines how agencies work together to deal with specific cases when potential CSE concerns are reported and also our continuing plans to empower our communities, to support and protect children and young people, and to disrupt this kind of activity through enforcement.

We will listen to, and learn from, children and young people, the victims, and their families and friends who have been affected by these terrible experiences. It is vital that we translate what they tell us into positive action, so that we can tackle these crimes more effectively whilst ensuring that children and young people who are damaged by this experience get the professional help and support they need.

*Cllr Sheila Newman*  
*Executive Member for Children's Services*

*Julia Stephens-Row*  
*Independent Chair of MSAB and MSCB*

## **1. Introduction**

Child sexual exploitation (CSE) is an internationally recognised crime that embodies violence, coercion, and intimidation. It damages individuals, families and communities and is recognised as a major public health issue. CSE is undoubtedly not a lifestyle choice.

Our response is to develop a strategy that upholds our commitment to robustly safeguarding children and young people through a city wide approach with partners and communities. The strategy is designed to build public confidence through effective collaboration and a co-ordinated response. The strategy forms part of a wider set of strategies that collectively address the issue of complex safeguarding.

The CSE strategy describes the underpinning principles and our vision for children and young people. The aim and scope of the strategy are outlined and the arrangements for governance are addressed. The strategy examines the nature of CSE and looks at the association with other complex vulnerabilities. The strategy provides some information about the nature of CSE in Manchester and the current levels of intervention.

There are four key areas under which the activities of the strategy are framed:

1. alert and empower;
2. support and protect;
3. disrupt and enforce; and
4. monitor and improve.

A number of key priorities for strategic action are identified and the framework for evaluating impact is outlined.

## 2. The vision and principles for our strategy

### **Our Manchester – building a safe, happy, healthy and successful future for children and young people**

In Manchester we want the very best for our children and young people. Our vision is designed to ensure that children and young people are at the heart of everything we do. Our ambition is for Manchester to grow as a child and young person friendly city, where the voice and influence of children and young people is all around us. Ultimately, our city will thrive on the vigour and resilience of our children and young people and their communities.

We will support children and young people early on, through child-focused, multiagency and universal services. Where more help is needed, we will offer targeted and specialist support. We will adopt a strengths-based approach which harnesses the value of local assets.

In addition to the vision, there are a number of principles underpinning the strategy; these are:

- Child sexual exploitation is child abuse and all children and young people have the right to be protected.
- Safeguarding is everyone's responsibility.
- Our approach is multi-agency; based on collaboration and the need to achieve best value.
- We are focused on the strengths and expertise of children, young people and families and embed this through strength-based practice.
- Our interventions are firmly evidenced based.
- We are on a journey of learning and continuous development. Our journey is shaped by good practice and the voice of children and young people and their communities.

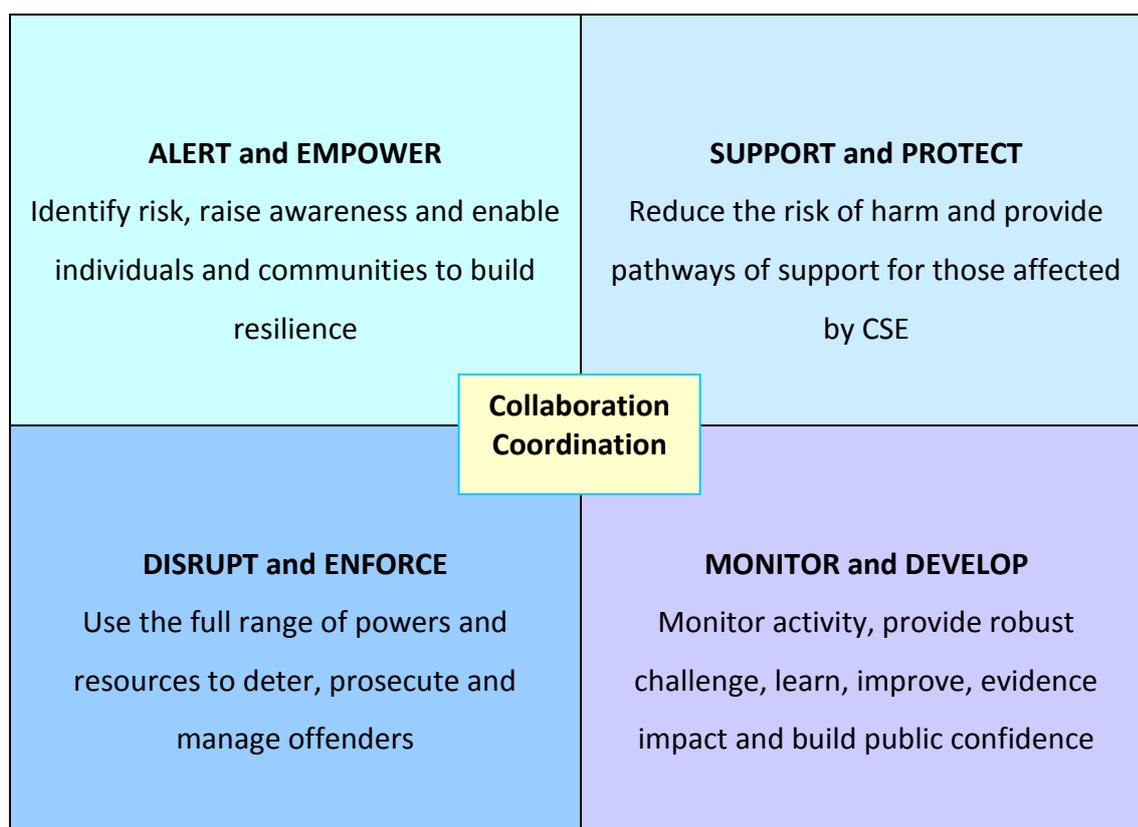
### 3. Aims, scope and governance of our strategy

#### 3.1 The Aims of the Strategy

The multi-agency partnership in Manchester, led by the MSCB, is committed to safeguarding children and young people. Organisations are providing valuable services to prevent CSE and support victims. Young people, their families and communities are becoming more confident in recognising the signs of CSE and asking for support. However, CSE is a hidden and complex crime that freely mutates and agencies and communities must work even harder to tackle the evolving threat. It is clear that our responses to CSE will benefit from a robust and co-ordinated multi-agency strategy.

The strategy sets out how the multi-agency partnership will work collaboratively to identify and tackle CSE across the city.

The strategy comprises of four core elements as outlined below.



## *MSB CSE Strategy 2017-19*

1. **Alert and empower** – We will raise awareness of CSE, so that people can recognise it and know what to do when they or someone they know is being sexually exploited. We will identify who is most at risk and where the risks lie and target our work to help minimise the risk. Through our prevention activity, we will empower individuals and communities to actively prevent this type of crime from happening.
2. **Support and protect** – We will act so that anyone at risk of being sexually exploited is quickly identified and protected. Children, young people, their families and carers will be able to access the support they need to recover from the impact of sexual exploitation. Support will be available across the spectrum of services from self-help and universal support to more specialist targeted and therapeutic intervention.
3. **Disrupt and enforce** – We will make use of all avenues and resources to deter and disrupt CSE. We will pursue perpetrators and take the necessary action to secure successful prosecutions. We will also work with offenders to reduce the risk of future harm.
4. **Monitor and develop** – We will monitor what we are doing to ensure we are doing the right things at the right time. Our practice and interventions will be evidence led and we will continue to learn by listening to young people, survivors, families and experts. Our governance will be robust. By challenging ourselves, we can be confident we are doing things well and we will generate public confidence in our efforts to tackle this horrendous crime.

In delivering this strategy, we will better understand the changing nature of CSE and strengthen our capacity to meet our safeguarding responsibilities. We will also be assured that we are providing a more co-ordinated response that will not only empower children and young people to feel safe, but will also effectively protect our city from the harm of CSE.

### **3.2 *The Scope of the Strategy***

The strategy is designed to encompass the activities of a wide range of agencies operating across Manchester, including local authority services, children's social care, adult services, education, health, policing, and the voluntary and community sector.

Young people can be sexually exploited at any age and it does not stop when they turn 18. Young people leaving the care of the local authority are entitled to continued support and advice. Therefore, the strategy is applicable to children and young people up to the age of 25 and will draw in the support of adult services. The strategy recognises the need to be diverse and that young men, disabled young people, young people from different ethnic minority groups and young people identifying with the LGBT community may not be well served by existing services. The strategy also recognises that children and young people at risk of, or being, sexually exploited may themselves become involved in exploiting others and as such require particular support.

### **3.3 Governance**

The strategy will be driven by the Manchester Safeguarding Board (MSB) Complex Safeguarding Subgroup. This is a multi-agency subgroup that meets on a monthly basis. It is chaired by the Director of Children's Services. The Complex Safeguarding Subgroup reports directly to the Manchester Safeguarding Adults Board and Manchester Safeguarding Children Board.

An operational arm, the CSE Delivery Group, sits below this subgroup and also meets monthly. This ensures that there is effective interaction between the strategic drive and operational activity required to tackle CSE.

The strategy is subject to regular review by the subgroup and effectiveness is monitored through an established set of measures and indicators as outlined in section 8 of this strategy.

## 4. Defining CSE & identifying associated complex safeguarding issues

### 4.1 What is CSE?

The definition of child sexual exploitation developed by the UK National Working Group for Sexually Exploited Children and Young People (NWG) and used in statutory guidance for England is:

*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<sup>1</sup>.*

At regional level Project Phoenix, which was established in 2012 to improve the regional response to CSE, has agreed to use the definition devised by the Children's Society with young people:

*'Someone taking advantage of you sexually, for their own benefit. Through threats, bribes, violence, humiliation, or by telling you that they love you, they will have the power to get you to do sexual things for their own, or other people's benefit or enjoyment (including: touching or kissing private parts, sex, taking sexual photos)'.*

The government is currently undertaking consultation regarding a statutory definition that addresses the issue of consent and acknowledges that children and young people cannot consent to being sexually exploited.

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<sup>1</sup> Department for Children, Schools and Families (DCSF) and Home Office (2009) [Safeguarding children and young people from sexual exploitation: supplementary guidance to Working together to safeguard children \(PDF\)](#). London: Department for Children, Schools and Families (DCSF).

There are a number of recognised models of CSE which include the young person believing the perpetrator is their boyfriend, online exploitation, exploitation by peers, and attending parties being held for the purposes of sexual exploitation. National studies by Barnardo's show that CSE is more likely to happen in private but there is evidence to show an increase in CSE in areas such as parks, cafes and takeaways. There is also evidence that perpetrators operate alone, in networks and as part of organised crime groups<sup>2</sup>.

#### **4.2 Associated Vulnerabilities and Complex Safeguarding Issues**

A recent study by Barnardo's highlights the diversity that exists among children and young people and the notion that sexual exploitation is most likely to arise in association with other complex vulnerabilities<sup>3</sup>. These vulnerabilities includes being looked after, having a disability, feeling low or lonely, experience of abuse and neglect, being bullied, living with complex or violent family relationships, experiencing bereavement, being unsure of sexuality, and being new to an area.

Vulnerability is further compounded by drugs and alcohol which feature heavily in the sexual exploitation process. Children and young people being exploited may face extreme violence and threats and are often forced to make difficult choices, including participation in criminal activity. Additional vulnerabilities arise from the extensive impact on mental and physical wellbeing.

Given the complex web of vulnerability, it is imperative that the strategy forms an integrative approach to addressing CSE within the context of multiple safeguarding issues.

The main complex safeguarding issues are listed below.

**Missing from Home** - Children and young people go missing for many different reasons. During missing periods, children and young people may be subjected to, or at risk of, CSE. Research by Barnardo's in 2013 illustrates the intrinsic relationship between Missing from Home and CSE. Many of the participants in this study went missing due to family issues or discontent with living arrangements<sup>4</sup>. For some, CSE was a means of survival, providing them with money, food and shelter whilst on the streets. Some of the participants had gone missing from home to be with older 'boyfriends' or other friends and were subjected to abuse. Several participants were urged to go missing to attend parties where CSE was a major factor.

**Gang Involvement** - A recent study by Catch 22 highlights the relationship between going missing, gang involvement, and CSE<sup>5</sup>. Exploitation and coercion are key features of gang life.

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<sup>2</sup> Barnardo's (2012) *Cutting them Free: How is the UK progressing in protecting its children from sexual exploitation*. Ilford, Barnardo's.

<sup>3</sup> Fox, C. (2016) *'It's not on the Radar': The Hidden Diversity of Children and Young People at Risk of Sexual Exploitation in England*. Ilford, Barnardo's.

<sup>4</sup> Smeaton, E. (2013) *Running From Hate to What You Think is Love; The relationship between running away and child sexual exploitation*. Ilford, Barnardo's.

<sup>5</sup> Sturrock, R. and Holmes, L. (2015) *Running the Risks: The links between gang involvement and young people going missing*. London. Catch 22 in association with Missing People.

Children and young people are drawn to the gang through the use of money and debt, affection, status, and fear. This study highlights the dangers that children and young people face as they are frequently recruited to support drug-related activity for gang. This can involve having to travel to other areas placing them in unfamiliar and perilous environments.

**Trafficking** - Trafficking is an internationally recognised crime in which people are moved to other locations and exploited. Children and young people can be trafficked, from abroad or within the UK, for the purpose of sexual exploitation. Trafficking causes additional physical, psychological and emotional stresses<sup>6</sup>.

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<sup>6</sup> Shaker, L. (2014) *Evaluation of Barnardo's Safe Accommodation Project for Sexually Exploited and Trafficked Young People*. University of Bedfordshire.

## 5. What do we know about CSE?

### 5.1 What have young people told us?

In 2014, Anne Coffey MP undertook an independent inquiry into CSE in Greater Manchester<sup>7</sup>. Young people described how sexual exploitation is part of everyday life and girls talked about being sexually approached on their journey to and from school. Boys told the Coffey inquiry that there is an emerging culture of controlling girls by using mobile phones to aggressively check on them. Both boys and girls recalled being in risky situations where they could have been groomed without realising it. In addressing CSE, young people felt that relations with the police are poor. Those who have a social worker said they do not feel confident talking to them about CSE. The young people suggested peer mentorship is the best way to talk about problems. Two innovative ideas, a radio show and a digital platform, were also suggested by young people and both ideas were taken forward.

#### Further review and action

Following the report by Anne Coffey MP, an independent review was undertaken in Manchester by the National Working Group. At the same time, a plethora of other national and local reviews and guidance was also published. The recommendations from this body of work were drawn together to form an action plan under the key themes of:

- strengthening the voice of children and young people
- identifying those at risk
- focusing on associated vulnerabilities
- working with schools
- building awareness
- information sharing
- intervention and support
- disruption and prosecution
- supporting communities
- securing effective leadership, governance and scrutiny.

The CSE Delivery Group implemented this action plan and identified the following priorities:

- Peer on peer exploitation needs to be addressed.
- Specialist services have a limited capacity and a plan is needed to bridge waiting times.
- There are no clear transition pathways for children and young people who are not looked after.
- There need to be clear pathways to address sexual exploitation and mental health.

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<sup>7</sup> Coffey, A (2014) *Real Voices; Child sexual exploitation in Greater Manchester*. Available at [www.anncoffeymp.com](http://www.anncoffeymp.com)

## 5.2 Profiling CSE in Manchester

The Community Safety Partnership has compiled a profile of CSE in Manchester using existing datasets across partner agencies; including Manchester City Council, Greater Manchester Police, and Central Manchester Foundation Trust. The current data is derived from investigations and referrals that have taken place in the last two years and therefore may not provide a full reflection of CSE across the whole of the city. It is recognised that significant work is required to build a more complete picture of CSE in Manchester. It is therefore a strategic priority to draw on data from partners, identify gaps in data, and build a more comprehensive data set to better inform our understanding of and response to CSE.

Between June and September 2016, Greater Manchester Police (GMP) will compile a more detailed local profile of CSE in Manchester. Analysts from the Community Safety Partnership (CSP) will be working with GMP analysts to include partnership data and information in the profile.

The current profile shows that in 2015:

- A total of 490 individuals were referred to Protect.
- Of these, 199 were also listed as CSE victims by GMP and half had at least one missing from home episode recorded.
- 253 individuals were recorded on the social care system as being referred; of these:
  - 87% of referrals were girls
  - the age range of referrals was 13 to 16 years
  - the most common month of birth for children and young people referred was August - this suggests that more work may be needed to identify whether younger children in a year group are more vulnerable to CSE
  - 27% of children and young people have been the subject of at least one care episode
  - 40% of the children and young people were linked to a Troubled Family record.
- There were high numbers of children and young people who were classed as subject to abuse and neglect or living with family dysfunction.
- 179 children and young people were identified by acute hospital staff as having been sexually exploited.
- A further 166 children and young people were identified by a community service under the category of sexual abuse/CSE.

## 5.3 What do we know about offenders?

The profile shows:

- There are 294 individuals who are known or alleged offenders.
- 95% are male.
- The average age of the offender is aged 28 and over half of the known offenders are over the age of 25.

## *MSB CSE Strategy 2017-19*

- Offenders are predominately of white British ethnicity; with 85 out of 205 cases defined as BME.
- 28% carried a warning marker for violence and 171 individuals were linked to a violent offence.
- 22% carried a warning marker for drugs and 96 individuals were linked to a drugs offence.
- 70% of offenders are resident in Manchester.
- High risk locations include hotels, parks, shisha bars, children's homes, youth venues, city centre sites including homeless camps and on-line sites such as social media sites and gaming sites.

### **5.4 Missing from Home and Care**

Greater Manchester Police provide an immediate response to reports of missing children. They encourage better information sharing to promote informed decision making concerning levels of risk. The police also conduct safe and well checks when children and young people return and share information to prevent further incidents.

Manchester City Council set up a Missing from Home (MFH) team in January 2016 in order to actively respond to the needs of children and young people who go missing. They currently work alongside The Children's Society who are contracted to undertake return interviews with children and young people. The team are targeting higher risk cases; namely children and young people who have had three or more missing reports, are aged below 13, or who have additional vulnerabilities.

Data collection is currently being designed in line with the new Mosaic system which will enable the MFH team to collect and analyse data more efficiently in order to improve services for children and young people who go missing.

What we know about children and young people reported missing from home and care in Manchester:

- The majority (27%) are from residential homes.
- Half are aged 15 and 16.
- 55% are girls and 45% are boys.
- The majority (82%) of reports are made by parents and carers.
- 46% who go missing have had 10 or more previous missing incidents.
- A quarter are known to Protect.

Our approach to missing from home has been strategically developed within the context of complex safeguarding. Recent operational developments have seen closer working relations with the Protect team and a better flow of information from the independent return interviews.

*(Cross reference: 'Staying Safe' Manchester's Missing from Home and Care Strategy 2017-19)*

## 6. Responses to CSE

There are currently a wide range of interventions being delivered across Manchester, ranging from universal and early help through to targeted and specialist support. These responses do not operate exclusively and the strategy aims to ensure there will be closer integration of responses, in order to better meet the diverse needs of children, young people and families in Manchester.

A priority action arising from the strategy is to undertake mapping to identify the range and impact of responses across these various levels outlined below. This will help to ensure that the breadth of responses are better understood, opportunities are identified, and that gaps in the responses are addressed.

The MSCB Framework of Response and Levels of Need (2015)<sup>8</sup> provides guidelines for practitioners on identifying the most appropriate response to a child or young person's needs. This should be used to help identify and assess the response to children and young people who are at risk of CSE.

Outlined below is the current offer and response offered to children and young people who are at risk of CSE.

<p><b>Universal Services and Prevention</b></p> <p>Prevention and support available to everyone, focused on creating awareness and building resilience in order to reduce the likelihood of CSE</p>
<p><b>Early Help and Prevention</b></p> <p>Prevention and support at the earliest opportunity, focused on strengths and community assets</p>
<p><b>Targeted Support</b></p> <p>Support aimed at meeting the needs of children and young people who are likely to be at risk of CSE, or who are not well served by existing services</p>
<p><b>Specialist Support</b></p> <p>Support aimed at children and young people who have been sexually exploited or who are at significant risk with the aim of reducing harm and facilitating recovery</p>

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<sup>8</sup> Reference: Levels of Need Framework and Guidance at [hsm.manchester.gov.uk](http://hsm.manchester.gov.uk)

## 7. Our Strategy

### **ALERT and EMPOWER**

#### **Identify risk, raise awareness and enable individuals and communities to build resilience**

**We will:**

- Actively uncover CSE hotspots and potential risks and link our awareness raising to these areas.
- Identify and understand complex and related vulnerability factors. In particular, learning from Missing from Home interviews, research findings and national expertise as well as a full analysis of the victim cohort.
- Recognise the role and contributions of all authorities, agencies, and groups including children and young people themselves, in raising awareness.
- Work closely with the VCS to identify children and young people from diverse groups whose needs are not clearly identified and being met.
- Develop our risk assessment tools so that risk is identified at the earliest opportunity and strengthen our decision making around risk. Co-design our assessments, online safety and tool kits.
- Track the source of referrals and monitor numbers. Collect, analyse and understand data from a wide range of partners.
- Co-ordinate comprehensive training for professionals and service providers (hotels, taxis) and equip them to recognise and respond to CSE and risks. This should include learning from Nightwatch.
- Empower children and young people to recognise CSE and grooming, be clear on consent, make healthy choices, and know what to do.
- Support children and young people to learn from each other through peer mentoring.
- Empower parents and carers to be able to recognise the risks of CSE, what they can do and what support is available and how to engage with agencies.
- Co-ordinate awareness raising programmes across the partnership ensuring clear and consistent messages for young people, their families or carers, professionals and the community through a media strategy.

**SUPPORT and PROTECT**

**Reduce the risk of harm and provide pathways of support for those affected by CSE**

**We will:**

- Offer a range of pro-active interventions across the various levels including self-help, peer support, long-term interventions, and therapeutic support and out-reach services.
- Ensure the referral processes for interventions are straightforward, in particular for self-referrals by young people.
- Ensure that responses and pathways for CSE reflect the MSCB decision making framework, resulting in a referral to early help or child protection.
- Embed support for children and young people, their families and carers within our Early Help offer.
- Listen to children and young people and their families and carers, using their experience and expertise to shape services.
- Develop pathways for CSE and mental health services.
- Develop new opportunities to support effective disclosure contributing to harm reduction and safe pathways away from CSE.
- Strengthen our dedicated services (Protect) and Missing from Home support and consider new approaches to securing participation in Missing from Home interviews (ref: MSB Missing from home & care Strategy).
- Capacity within services needs to be addressed and pathways identified to support those who are waiting for services.
- Learn what makes successful placements for children and young people who have suffered CSE and identify what factors have helped young people feel settled and attached to their carers.
- Build relationships and strength-based service interventions in line with our Signs of Safety approach to child protection. This will include training for staff in recognising and responding effectively to a child or young person's self-reporting and conducting successful strength-based conversations.
- Involve adult services within the strategy to ensure effective support for young people up to the age of 25 and ensure seamless links between children's and adults services particularly for young people who are not looked after.
- Use and develop the JSNA to inform commissioning decisions.
- Promote advocacy, in particular use of the Home Office funded Young People's Advocate and Coram Voice, for children and young people empowering them to have their say throughout their journey to safety.

**SUPPORT and PROTECT**

**Reduce the risk of harm and provide pathways of support for those affected by CSE**

- Build and maintain partnerships that are co-ordinated through the MSB Complex Safeguarding subgroup and the CSE Delivery group; embed our understanding of the wide range of complex safeguarding issues within our work in schools, community health and early help and in our wider approach to community safety.
- Continue to operate at GM level (Phoenix) and share learning.

**DISRUPT and ENFORCE**

**Use the full range of powers and resources to deter, prosecute and manage offenders**

**We will:**

- Continue to profile CSE and identify and monitor hotspots.
- Make use of all criminal and civil powers to actively disrupt CSE.
- Provide good neighbourhood management to help 'design out' crime and gather intelligence to assist disruption.
- Support Manchester's night time economy to effectively disrupt CSE.
- Share information and intelligence and support police operations and encourage communities to work with the police.
- Use the Sexual Offences Act (2003) and the Antisocial Behaviour, Crime and Policing Act (2014) to secure arrest, charges, convictions and orders.
- Support legal proceedings resulting in prosecutions and support programmes that aim to reduce harm and re-offending.
- Support victims through the duration of proceedings and facilitate their claims for criminal injuries compensation.
- Share information about the impact of pursuit work such as the number of orders granted and licences revoked. This will promote confidence in the multi-agency approach to tackling CSE.
- Develop support for victims of sexual exploitation who are also involved as perpetrators.
- Work closely with the Youth Justice Service and embed a CSE focus into practice.

**MONITOR and DEVELOP**

**Monitor activity, provide robust challenge, learn, improve, evidence impact and build public confidence**

**We will:**

- Be strategy led. This strategy will be co-ordinated by the MSB Complex Safeguarding subgroup / CSE Delivery group.
- Develop and implement the CSE Action plan.
- Have clear procedures and guidance for front line staff to follow which are regularly reviewed. The procedures and guidance will enable staff to consistently identify and respond when there is CSE, or a risk of CSE and the whistle-blowing policy will give staff confidence to speak up about any failings they may identify.
- Have clear information sharing protocols that are regularly reviewed.
- Develop and use a dashboard of measures to inform our understanding and decision making.
- Develop an outcomes framework to monitor the impact of the CSE strategy and action plan.
- Establish a set of indicators and targets so that we will know whether we have been successful in reducing risk and harm.
- Use quality assurance that focuses on the child or young person's journey to safety, and multi-agency CSE audits that test levels of protection and quality of responses.
- Ensure effective oversight and scrutiny.

## 8. Priority Actions

There are a number of priority actions to be achieved at strategic level that will support the subgroup to work collaboratively.

What	Why	Who	Timescale
1. <b>Devise a comprehensive plan of action</b>	To provide a framework for co-ordinated activity across the partnership.	Task & Finish Group - monitored by the subgroup	1 <sup>st</sup> Draft to the September subgroup meeting
2. <b>Mapping of provision, capabilities and intentions</b> in relation to CSE, using the level of interventions headings (universal, early help, targeted, specialist)	To facilitate a better understanding of who is doing what, at what level. This will facilitate co-ordination and collaboration, support the understanding of pathways, and help to identify how gaps and waiting times can be bridged.	Subgroup members	Sept to November 2016  Updated May 2017
3. <b>Establish a multi-agency dashboard</b> spanning the 4 core elements of the strategy. This will include identifying & selecting available measures, identifying & addressing gaps in the data, designing & implementing the dashboard.	To enable the subgroup to better understand and monitor issues by using relevant data and to be able to report on impact.	Subgroup members supported by the MSCB QAPI subgroup	1 <sup>st</sup> Draft to the October subgroup meeting
4. <b>Undertake multi-agency audits</b>	To test levels of protection and quality of responses which will form a baseline for the strategy.	MSCB QAPI subgroup	Between September & December as agreed with the QAPI subgroup
5. <b>Develop the problem profile</b>	The problem profile will draw together data from the Community Safety Partnership, Health, Youth Justice and Protect and will contribute to the main profile being produced by GMP.	CSE Delivery Group	Main GMP profile  September 2016

## 9. Measuring Effectiveness

We will need to assure ourselves and others that the action we are taking is making a positive difference in tackling CSE. It is therefore imperative that our strategy focuses on evaluating impact. The main areas we will consider are outlined in the table below.

Area	Details
<b>Training</b>	Monitor feedback from training sessions, explore the depth and breadth of training, identify gaps, and map training needs.
<b>Awareness Raising</b>	Test impact with the general public, assess understanding in schools and other settings, review communication plans, identify community information needs and identify gaps.
<b>Action Plan</b>	Assess impact of plan, identify good practice and lessons.
<b>Service Response</b>	Report on timeliness and quality of the response. Undertake regular quality assurance activity and annual service reviews. Review complaints.
<b>Feedback</b>	Ensure on-going feedback from children and young people, families and carers. Develop a tool to collect ongoing feedback. Encourage feedback from schools and across the different levels of intervention.
<b>Complex Safeguarding Issues</b>	Assess the strength and impact of links between tackling CSE and addressing other complex safeguarding issues.
<b>Disruption and prosecution</b>	Monitor the impact of disruption and prosecution and the difference it makes to victims, families and communities

We will also need to develop indicators and set targets so that we will know that we have been successful in reducing risk and harm. Examples include setting a target for the increase in the uptake of independent return interviews and a target for the increase in the numbers of early help assessments to support families.