

## Appendix 1

### UPDATE REPORT ON THE DONCASTER SAFEGUARDING CHILDREN BOARD CHILD SEXUAL EXPLOITATION (CSE) ACTION PLAN

#### 1. Introduction

- 1.1 This update report has been prepared by the Independent Chair of the Doncaster Safeguarding Children Board (DSCB). It informs the Panel about the progress and impact of the DSCB CSE Action Plan. The plan was first presented to the Panel at its meeting on December 2014 and again in April 2015, together with an assurance reports by the Independent Chair of DSCB.
- 1.2 This report provides an update against the 10 key assurance questions raised by the DSCB Chair to ensure CSE is being effectively addressed in Doncaster. A copy of the updated CSE Action Plan, with summary comments on progress is attached as Appendix 2.

#### 2. The Ten Key assurance questions

##### 2.1. How well do we understand the nature and scale of CSE in Doncaster

The last year has seen Doncaster move forward its coordinated response to CSE. In October 2015 Ofsted stated:

***“There has been good coordination of agencies in order to tackle child sexual exploitation in Doncaster” Ofsted 2015.***

- 2.2 The CSE team is now permanently staffed with a single CSE Coordinator in place to manage the Team. A raft of awareness raising sessions has been provided to ensure all agencies understand the risks of CSE and the thresholds for referral to the CSE team.
- 2.3 The development of the dataset has begun to give greater assurance to the DSCB of progress. Audit work has been undertaken to provide assurance of the quality of the work being undertaken and that thresholds are understood.
- 2.4 Good work has been undertaken with ethnic minority groups and outreach work has been undertaken across the industry sector to ensure a greater understanding of the risks of CSE.
- 2.5 A National initiative is underway to develop a local problem profiles. Locally the Children Missing and CSE Operational Group and the Police THRIVE meetings are

enabling information to be shared effectively to ensure vulnerable children and young people are supported and that offender behaviour is disrupted.

### **3. How reliable is our data?**

- 3.1 Much work has taken place over the last year to ensure the DSCB has a reliable dataset providing good intelligence on the nature and scale of CSE in Doncaster. A data-analyst has been appointed by the Doncaster Children Services Trust and South Yorkshire Police have enabled access to their data however to date training has not been provided to allow this to happen. A Task and Finish group has developed the multi-agency dataset and an initial report has been provided to the CSE Subgroup. This provides data on the number of referrals where CSE is a concern, by outcome and source, the number of intelligence reports and prosecutions of perpetrators. It provides information on the amount of training and awareness and publicity campaigns undertaken to raise awareness and improve practice in CSE.
- 3.2 The data has enabled a clearer picture of CSE in Doncaster to be developed and of the progress being made specifically in regards to the protection and support of victims and the disruption and prosecution of perpetrators. The challenge for the next phase of the work is to ensure there is detailed analysis of the data to help us understand where our priorities for the future lay and to broaden the information to include more details on support for victims and children who go missing.
- 3.3 Gathering the information has not been an easy task with information held on a range of systems and some only just beginning to be collected. Much time has to be taken cleansing the data to ensure its accuracy. Future commissioning of the Children's Social Care system will improve data collection, accuracy and analysis.
- 3.4 An initial Problem Profile was supplied by South Yorkshire Police however the limited resources have prevented this from being updated and developed. Arrangements are now in place for a national approach to be taken, the Home Office have provided funding to recruit a network of 10 analysts and 10 coordinators, based in regional crime units across England and Wales. Their role is to provide a CSE problem profile for the region bridging the gap between national and local understanding of the issue and seeking to collect partnership information where possible. The DSCB is currently collating information to contribute to the development of the regional profile.
- 3.5 In the coming months the CSE subgroup will build and extend the core data to develop a balanced score card to incorporate more qualitative information with regards to practice, workforce and feedback from victims.

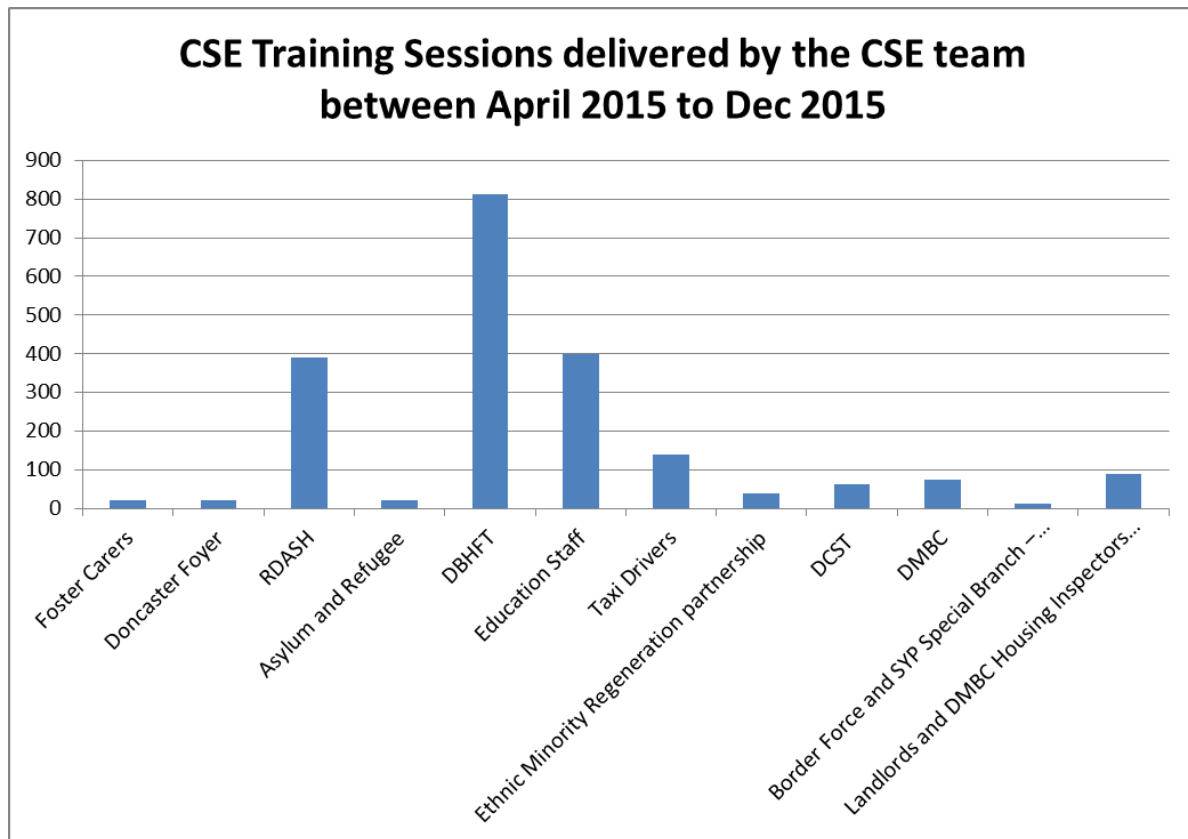
#### **4. How effective is our preventative work with children and families?**

- 4.1 A wide range of awareness raising activity has already been undertaken mainly by the CSE team to ensure that professionals across the partnership know the signs of CSE, understand the risks involved and know what to do about it. Sessions have also been provided in schools to children and young people, to some parents and to sections of the community most likely to come across CSE in their work, such as taxi drivers, and fast-food outlets. The CSE team also participate in outreach work, identifying venues where young people are likely to congregate and attempting to discuss this issue with them in those settings.

In its recent review of DSCB Ofsted noted:

*“there are good links with businesses in Doncaster and, as a result of the work of the subgroup, all local hotels and bed and breakfasts have been visited and made aware of the indicators of child sexual exploitation”*. (Ofsted 2015)

- 4.2 The CSE Sub Group has developed a multi-agency communications strategy and detailed action plan to be used across all agencies in Doncaster. A specific programme will be developed over the forthcoming year that will target schools and education, care homes and foster carers, young people, parents and the public. The programme will then move onto target hotels and taxi drivers, the late night economy, health establishments and finally home educated children and hard to reach communities. This will enhance the awareness-raising sessions already received by some of these groups.
- 4.3 Progress has been hampered due to the lack of a Communication lead. It is now agreed that the Police Superintendent will take on this role. The CSE Communications Strategy will ensure a more coordinated approach, identifying gaps and providing clarity about the type of communications to be made. The plan will be managed by the CSE Communications Group and will use materials devised by South Yorkshire Police under the Spot the Signs campaign.



4.4 The Faith and Culture Sub-group has led the work to link with wider communities. It has made good progress in engaging with a broad range of Faith groups and providing training and advice on a range of safeguarding issues including safe guarding policies and safer recruitment. Training has been provided in some communities on CSE and further training is planned. Other training has been requested such as Prevent.

4.5 The plans for the future are to broaden out the work of the group to ensure key sections of the community are provided with advice and information on safeguarding issues and to ensure that the impact of the work is evaluated.

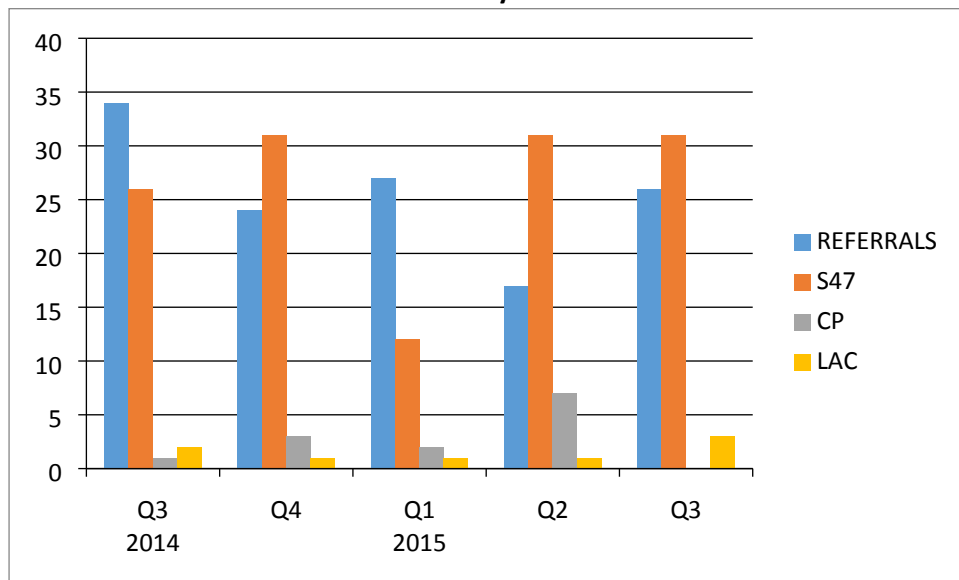
## **5. How far are we providing timely, appropriate and effective support to victims and those at risk?**

5.1 The CSE team in Doncaster is now an established multi-agency team consisting of 4 social work posts, one health, one education and a Barnardos worker, as well as specialist police officer colleagues. The team is also part of the Hub and Spoke innovation, which provides an additional part time worker and an additional part time trainer (effectively 1 day each).

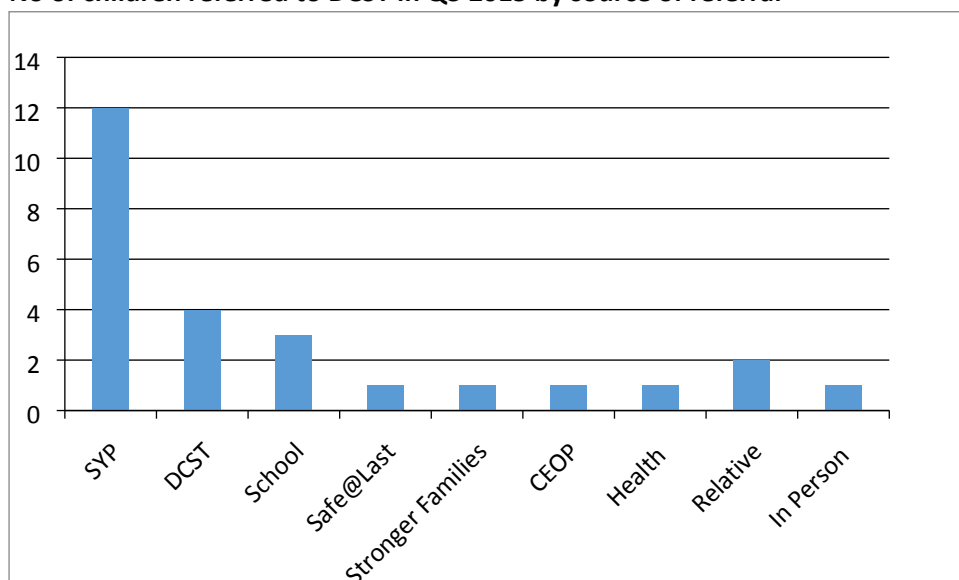
5.2 Every referral relating to possible CSE is triaged through the Mash process within 24 hours. Each case will be risk assessed and allocated accordingly. Assessments and plans are completed as standard process and staff will continue to work with young people until these risk factors have been mitigated. If the referral does not require involvement from statutory services, these will be closed only after any ongoing support needs have been identified and cases referred into the correct service.

- 5.3 The Doncaster Children’s Services Trust now implements a policy of re-assessing all cases every six months, which ensures reviewed planning and risk assessments, which should ensure that the work we carry out with young people and their families is robust. Across South Yorkshire, a single risk assessment process is being developed.
- 5.4 DCST is also part of the Empower and Protect innovation project, aimed at working with young people who are at risk of CSE – this is both to manage fostering placements for those young people for whom living in the family home is not appropriate, and to work with young people in the community. The project has a whole systems approach to working with young people who remain in the community.
- 5.6 With partner agencies we review our missing/CSE young people on a monthly basis. The effectiveness of this meeting (CMOG) is currently being reviewed in order to make it a much more directive group than the current practice.

**No. of children where CSE is a concern by status**



**No of children referred to DCST in Q3 2015 by source of referral**



## 6. How far do partner agencies have the capability and capacity to respond to CSE?

- 6.1 Since the completion of the self-assurance report in November 2014, partners have continued to keep CSE as a high priority. Attendance at the CSE Subgroup has been consistently high with all partners well engaged. The subgroup has developed four task and finish groups to take forward key aspects of the CSE action plan, these are:
- a) the Industry sector group
  - b) the pathway through services group
  - c) the Children Missing and CSE Operational Group (CMOG)
  - d) the Communications group
- 6.2 With the exception of the Communications Group (see section 3 above) good progress has been made by all groups and excellent partnership working has taken place. Evidence suggests that partners are confident, capable and have the capacity to ensure CSE work continues to be secure

## 7. How effective is our work in disrupting and prosecuting perpetrators?

- 7.1 Disruption is achieved at a number of levels. At a tactical level South Yorkshire Police collates intelligence on perpetrators both internally from police officers and PCSOs' as well as intelligence submissions from partner agencies and Crimestoppers.
- 7.2 In order to facilitate this flow of intelligence Doncaster Police host what is termed a THRIVE meeting every fortnight. THRIVE stands for Threat, Harm, Risk, Investigation, Vulnerability & Engagement. The meeting is a partnership meeting designed to allow partners to exchange information on both victims, locations and perpetrators. Whilst this exchange exists under stringent data protection procedures it does allow a wider net of intelligence gathering to be used. The meeting is also used as a tactic to disrupt offenders whose details and method of operating are shared with partners.
- 7.3 High risk offenders are managed, disrupted and arrested/prosecuted where necessary through our Integrated Offender Management Programme. Alongside this the CMOG group manages children who are missing from home with a high risk of CSE vulnerability. This group is currently under review with the desire to make the group more focussed on the most at risk and vulnerable children in the area and will challenge each agency that plays a part in a child's care programme. In doing so this is an additional tool in disrupting our offenders and gathering important intelligence on them.

	Doncaster
	1st January 2015 - 31st January 2015
NIRS submitted under Op ASAFE	213
Abduction Notices Issued	39
Charges/Summoned to Court	16
Simple Caution	3
Youth Caution	1

## 8. How effective is our information sharing?

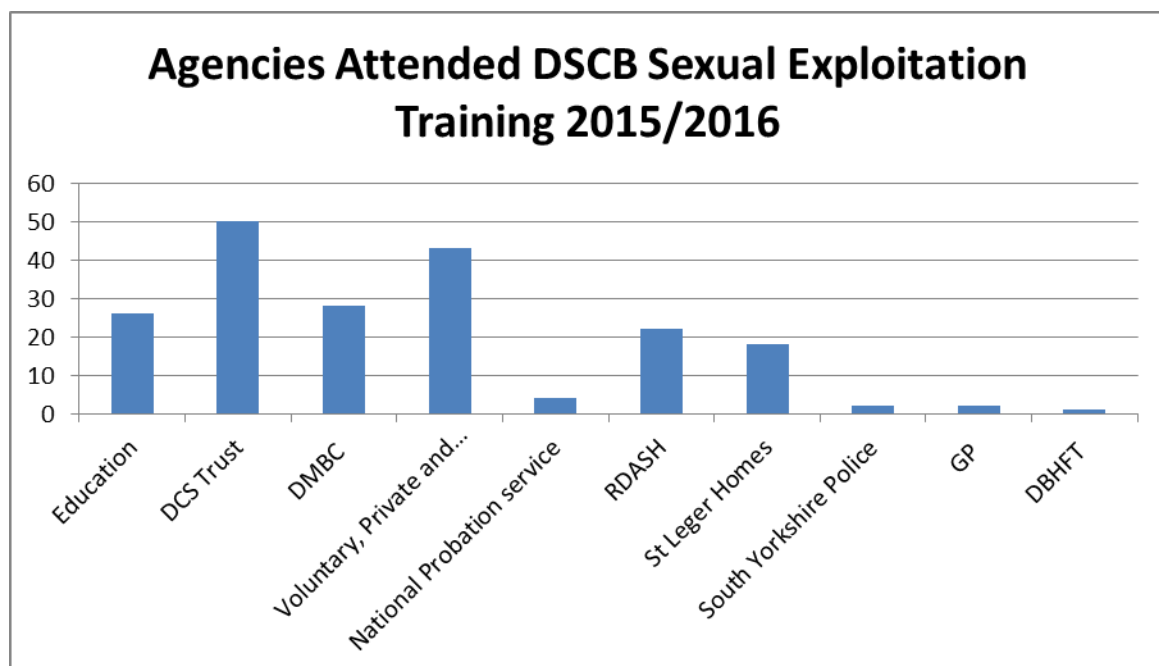
8.1 Information sharing between partners on specific incidents has been facilitated through the creation of the MASH and the CSE Team. (see section 4 above). In addition the DSCB CSE sub-group ensure partners work together to ensure that work around CSE is effectively coordinated. The CSE Sub-group has established a number of task and finish groups to undertake this work, in particular :

- a) CSE and Children Missing Operational group shares information on the children who are giving agencies the most concern and ensuring there is a coordinated multi-agency response.
- b) The THRIVE meeting will undertake a similar role regarding perpetrator information and intelligence on possible CSE 'hotspots'.

## 9. How effective is our multi-agency training for responding to CSE?

9.1 A large amount of training and awareness raising (see section 3 above) has been undertaken across all sectors of the work force and community. The multi-agency CSE training for professionals takes place on a monthly basis.

9.2 The focus in the last period is to evaluate the impact of the training on frontline practice. Outcome based evaluation forms and reflective logs are being used to assess the difference the training has made to practice and these will be used to review the training provided to ensure it continues to drive up practice. From the evaluation forms show that 100% of those attending the CSE course stated that their knowledge and skills in dealing with Sexual Exploitation had improved or increased as a result of the course.



## **10. How effective are our quality assurance arrangements?**

- 10.1 Quality assurance arrangements have progressed well and provide robust oversight of the quality of the work undertaken. The DSCB has developed a number of quality assurance processes and has also sought assurance from partners in relation to the effectiveness of their work with CSE.
- 10.2 In December 2014 the DSCB undertook a multi-agency audit of the work of the CSE team. As a result an action plan was developed to improve practice. This action plan has been implemented and to ensure changes have been embedded DSCB is currently undertaking a re-audit of cases. Additionally an audit of children who go missing was recently undertaken to ensure the multi-agency arrangements were working effectively.
- 10.3 In November 2014 the DSCB undertook a series of challenges to partners using a format developed by Sheffield LSCB. Each agency presented information on how effectively it was dealing with CSE and developed action plans as a result to improve their agency response. A review of this work will take place to ensure actions have been completed.(see section 5 above)
- 10.4 The work of the CSE sub-group is reported to the DSCB Chairs group and by exception to the DSCB. The sub-group meets on a monthly basis to monitor the progress of the task and finish groups and to ensure the action plan is progressing.

## **11. How effective is the strategic leadership of Doncaster's response to CSE?**

- 11.1 It was noted in the recent Review of DSCB by Ofsted (October 2015) that 'there has been good coordination by agencies to tackle child sexual exploitation'(p. 44). The DSCB has good oversight of Doncaster's response to CSE. There is a network of multi-agency groups in place to coordinate operational and strategic action. Partners have worked effectively together to create the MASH and the multi-agency CSE Team as the frontline response for victims of CSE. The THRIVE and CMOG work ensures that there is a strategic approach to perpetrators and to geographical and industry hotspots. There is an excellent range of training and awareness provided to professionals, families and communities.

The main challenges for the future have been addressed in the CSE sub-groups new strategic plan.

## **12. Next Steps**

- 12.1 The CSE group has revised its strategic priorities for the coming year. The main emphasis for the coming year will be to ensure the impact of the work is evidenced either through practitioner confidence, improved practice and ultimately feedback from children young people and their families on the service they have received. In addition to this the CSE sub-group will be widening its dataset and ensuring improved analysis of the data.
- 12.2 The high level priorities identified for work in the coming year are:



- Establishing an integrated offender management regime around CSE offenders that includes management of the tier that sit below the Integrated Offender Management cohort
- Build and extend the core a dataset to develop a balance score card to incorporate more qualitative information relating to practice, workforce and feedback from victims.
- Implement the Communications strategy that builds on the principles of the overarching strategy and includes a calendar of events utilising Spot the Signs
- Continue to develop links to industry include links into the retail sector
- Expand the work with black, ethnic and minority ethnic groups, targeting those not linked in through faith groups
- Enhance current CMOG to provide more robust support for those young people at the highest risk due to going missing from home or CSE.
- Develop mechanisms to ensure that children and young people who are persistently absent from education are appropriately safeguarded

Appendix 2

Doncaster Safeguarding Children Board Sexual Exploitation (CSE) Sub- Group

Action Plan 2015/16 – progress update February 2016







Chair: Superintendent Neil Thomas, South Yorkshire Police

**R** Action Behind  
Schedule

**A** Action Partially  
Completed or on  
schedule

**G** Action Completed

	Strategic objective	Owner	Date due	Action taken to achieve the objective	Where is the evidence recorded of progress to date?		
<b>1.</b>	<b>To develop an agreed performance framework that enables the CSE sub group to monitor progress on outcomes and strategic priorities;</b>	<b>Alison Tomes DCST</b>	<b>Done</b>	An initial performance framework that contains outputs and outcomes has been agreed by all partner agencies.  A monthly performance report is now being produced (as of September 2015) that informs the DSCB and the CSE sub-group of progress to date.  The report is a living document and subject to on-going review and evaluation.	DSCB document library		
a.	to ensure the agreed data set is used appropriately to aid the analysis of performance			A primary data set has been agreed with key partner agencies and data is being sent through on a regular basis.  A new monthly 'CSE Cross Agency Dataset Report' is now produced for the information of the DSCB and CSE sub-group. This is subject to on-going review and evaluation as above.	Within the monthly CSE Cross Agency Dataset Report		
b.	to identify a definitive set of outputs and outcomes that show we are making a difference			The initial set of outputs and outcomes have been identified and are contained within the 'CSE Cross Agency Dataset Report'. Initial thoughts are that these are sufficient, but again, are subject to on-going review and evaluation.	Within the monthly CSE Cross Agency Dataset Report		



**R** Action Behind Schedule

**A** Action Partially Completed or on schedule

**G** Action Completed

c.	to provide analysis of data relating to ethnicity to gain greater understanding whether there is under-reporting from particular sectors of the community and to ensure issues of race and ethnicity inform future operations			<p>An analyst has been appointed by the Children’s Trust to assist in providing a meaningful commentary on the dataset results.</p> <p>Equality and Diversity are standing items on the CSE sub-group agenda and this action point is also covered within the agenda of the Faith &amp; Culture sub-group.</p> <p>Initial findings are recorded within the ‘CSE Cross Agency Dataset Report’ and continue to be monitored. No adverse issues to currently report.</p>	Within the monthly CSE Cross Agency Dataset Report	↑	
2.	<p><b>To develop and Implement a communications strategy that enables agencies to;</b></p> <p><b>Create a dedicated communications channel incorporating multi-agency intelligence; activity, resource and progress to help ensure partner agencies within Doncaster stay fully informed and equipped to tackle CSE.</b></p> <p><b>Devise and implement a communications action plan which</b></p> <ul style="list-style-type: none"> <li>• listens, informs and responds to children and young people,</li> <li>• promotes and publicises</li> </ul>	Isabel Manning DCST - Comms	31.1. 2016	<p>A comprehensive communications strategy has been written in consultation with all members/partner agencies involved with the CSE sub-group. It addresses all the action points within this section and will shortly be ready for implementation. Final draft circulated for comment in September, copy submitted to DSCB for information at next board meeting under AOB.</p> <p>Communications sub-group created and contains a cross section of statutory and voluntary agency partners.</p> <p><u>Implementation commenced 1 December 2015</u> but still work to do to meet all the requirements. <b><i>In the interim, the SYP ‘Spot the Signs’ CSE campaign has been re-launched by all partners.</i></b></p>	DSCB document library	↑	



**R** Action Behind Schedule

**A** Action Partially Completed or on schedule



**G** Action Completed

	<p><b>progress, and</b></p> <ul style="list-style-type: none"> <li><b>informs the Doncaster public about tackling CSE.</b></li> <li><b>Identify and equip those working with emerging and minority communities with the resources to raising awareness of CSE</b></li> </ul>						
a.	share information and intelligence regarding specific young people and multi-agency operational priorities			Agreed - to launch a CSE information bulletin for Doncaster professionals that incorporate multi-agency updates, including summary of the quarterly performance report, media coverage, training progress, evaluations, etc.	Within the agreed communications strategy		
b.	ensure information regarding CSE for both the public and professionals is shared in a timely and appropriate manner			Agreed - to create a PR calendar of activity (underpinned by social media) which promotes and publicises multi-agency activity, including awareness raising, information on how to spot the signs, the extent and impact of training programmes, how to report concerns, the penalty for perpetrators and the support for victims.	Within the agreed communications strategy		
c.	include communicating with young people to ensure their views influence the delivery of services			Agreed - to focus on preferred channels and messaging as outlined above, map out partner agency activity with children and young people. Identify lead agencies per activity and ensure each has access to a toolkit of resources to enable effective awareness raising across their platforms and channels. This will be supported through Voice of Child strategy	Within the agreed communications strategy		

**R** Action Behind  
Schedule

**A** Action Partially  
Completed or on  
schedule

**G** Action Completed

				<p>Agreed - to embed consultation via engagement with young people as mapped via activities above, using e.g. focus group and surveys to inform maximum impact across anti-CSE activities. Identify lead agency to compile, consolidate and share findings via (a) above. Ensure findings inform improvements.</p> <p>Agreed - to create / publicise a toolkit of resources to target priority audiences as listed above and to furnish the PR activity and direct marketing on and offline.</p>			
d.	engage effectively with Eastern European, Black, Asian and minority ethnic groups to ensure they understand the risks relating to CSE			<p>Agreed - to tailor the PR plan and toolkit to reach and resonate with minority communities; identify and support lead agencies and individuals who can best engage with these communities. This demands competence training for agency staff in cultural issues and perspectives to help improve mutual understanding and therefore break down barriers.</p> <p>Proposal to create / publicise a toolkit of resources to target priority audiences as listed above and to furnish the PR activity and direct marketing on and offline through work of Faith and Culture group.</p>	Within the agreed communications strategy		
<b>3.</b>	<b>To identify, develop and communicate pathways through services for CSE;</b>	<b>Anne Chester-Walsh DCST</b>	<b>Done</b>	A chart and supporting documentation that clearly identify and communicate the available pathways through the full range of services for CSE has been completed. This was circulated for consultation across partner agencies and has been fully agreed.	DSCB document library		



**R** Action Behind Schedule

**A** Action Partially Completed or on schedule

**G** Action Completed

a.	articulate and disseminate a clear pathway for those at risk of CSE ensuring appropriate services exist for early intervention (including victims and their families)			Completed as above	DSCB document library		
b.	develop procedures and embed in practice where a young person in the care of the Local Authority is in placement in another LA area			Completed as above	DSCB document library		
c.	ensure a clear set of CSE thresholds exist which are clearly articulated to all agencies to ensure those at risk are identified at an early stage, information is shared and plans are put in place to minimize threat, harm and risk			Completed as above	DSCB document library		
<b>4.</b>	<b>To develop and implement a strategy for ensuring industry sectors that come into regular contact with CSE have an awareness of and understand their role in relation to CSE are supported to provide a safe service for young people including:</b>	<b>Bill Hotchkiss DMBC</b>	<b>Done</b>	The sub-group has developed a strategy to liaise with various industry sectors including; the Doncaster Chamber of Commerce, SME (small medium enterprises), micro-organisations, hoteliers, taxi drivers, food establishments, public transport and any other sectors that may come into contact with CSE. Minutes taken and action scheduled.	DSCB document library		
a.	an effective approach to licensing, (Particularly, taxis, off-licences, takeaways and restaurants)			Formal CSE training has been delivered to 400 of the 800 licensed Doncaster taxi drivers during November 2015. This is being coordinated with the assistance of DMBC taxi-licensing and Rochdale Council who have devised and delivered their own training	DSCB document library		



**R** Action Behind Schedule

**A** Action Partially Completed or on schedule

**G** Action Completed

				<p>package during 2014. Further training to be delivered in January 2016 to the remaining taxi drivers.</p> <p>A further training package is also currently being delivered to all hotels, bed and breakfast establishments, food outlets and restaurants across the DMBC area. This is in conjunction with Police Sergeant Katherine Wallis, lead officer for SYP Operation Makesafe, which is taking place across South Yorkshire.</p> <p>All hotels and all bed and breakfast have now been visited and training delivered to all staff.</p>			
b.	<p>training to people in relevant occupations such as taxi drivers, waiters, shop assistants as well as making it a condition of granting/renewing a licence</p>			<p>Agreement reached with DMBC taxi licensing and The Mayor that attendance at the CSE training event should be mandatory and subject to a condition of their taxi licence.</p> <p>Training to people in other relevant occupations continues to be delivered and grows at pace. Training numbers will be included in future CSE Cross Agency Dataset Reports.</p>	DSCB document library		
5.	<p><b>To ensure that the Safer Stronger Doncaster Partnership has an effective intelligence-led disruption capability with distinct focus upon prevention, enforcement and information sharing culture;</b></p>	<p><b>Superintendent Peter Norman SYP</b></p>	<p><b>Done</b></p>	<p>A monthly 'threat, harm and risk' meeting involving police representatives and partner agencies now meets to address effective intelligence-led disruption capability with distinct focus upon prevention, enforcement as part of the Child Missing Operations Group (CMOG), jointly chaired with Ann Chester-Walsh of DCST. Minutes taken and action</p>	DSCB document library		





**R** Action Behind Schedule

**A** Action Partially Completed or on schedule

**G** Action Completed

				scheduled. Subject to ongoing review and evaluation.			
a.	ensure information is shared on perpetrator activity to identify linked cases and 'hotspots' in order that strategies can be employed to disrupt CSE activity			Completed as above. Forms part of the meeting.	DSCB document library		
b.	cross-reference children missing education with missing person reports to ensure those most at risk are identified and action plans are in place to protect them			Completed as above. Forms part of the meeting.	DSCB document library		

**R** Action Behind  
Schedule

**A** Action Partially  
Completed or on  
schedule

**G** Action Completed

This year's action plan will be used to address the Ten Key assurance questions to scrutinise and appropriately challenge the individual action owners and the Child Sexual Exploitation (CSE) & Runaway Children sub-group.

1. How well do we understand the nature and scale of CSE in Doncaster?
2. How reliable is our data?
3. How effective is our preventative work with children and families?
4. How far are we providing timely, appropriate and effective support to victims and those at risk?
5. How far do partner agencies have the capability and capacity to respond to CSE?
6. How effective is our work in disrupting and prosecuting perpetrators?
7. How effective is our information sharing?
8. How effective is our multi-agency training for responding to CSE?
9. How effective are our quality assurance arrangements?
10. How effective is the strategic leadership of Doncaster's response to CSE?