

Sexual Exploitation Strategy for Northumberland 2015 - 18



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SAFERNORTHUMBERLAND

Sexual Exploitation Strategy for Northumberland 2015 - 18

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Statement of Intent

Sexual exploitation of children, young people and vulnerable adults is abuse and is unacceptable. It can have a serious long term impact on every aspect of the child or young person's life, health, education and work. It damages the lives of families and carers, and corrodes relationships across communities

A key finding from Louise Casey's report, titled: Reflections on child sexual exploitation, March 2015, clearly states that child sexual exploitation is child abuse and is a crime; and that efforts need to be directed towards perpetrators in order to detect, prevent and disrupt abuse at the earliest stages.

Tackling sexual exploitation (SE) remains one of the most important challenges for the Northumberland Safeguarding Children's Board, Northumberland Safeguarding Adults Board and Safer Northumberland Partnership Strategy Board (referred to as the Northumberland Boards)

It is the clear intent of the Northumberland Boards to improve the lives of children, young people and adults living in Northumberland by ensuring they understand the risks of being sexually exploited, enabling and supporting victims and their families to cease contact with the perpetrators of abuse, and working in partnership with others to bring perpetrators to justice.

It is our collective, multi-agency responsibility to identify potential victims and our joint responsibility to safeguard them from further risk of harm. We are committed to preventing children, young people and adults becoming victims of this form of abuse and to reassuring our communities that we can perform our duties effectively by the provision of positive support and intervention, and promotion of community vigilance.

It is our intent to implement effective multi-agency measures that will lead to better outcomes for children, young people and vulnerable adults. We recognise that feeling safe, having promoted self-esteem and self-awareness, engagement in positive activities (including attendance at school, college or work) and the ability to make a positive contribution to wider society are all integral to the recovery and resilience of victims who may be, or have been subjected to sexual exploitation.

What is Sexual Exploitation?

In 2011 the government published an action plan¹ which clearly identifies that child sexual exploitation can take many different forms. With the support of the National Working Group (NWG) for Sexually Exploited Children and Young People it has developed a definition of child sexual exploitation which seeks to explain the complex relationships that can emerge. The Northumberland strategy assumes that

¹ Department of Health (2011) Tackling Child Sexual Exploitation Action Plan

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this definition applies equally to vulnerable adults ie those people who have care and support needs as a consequence of, for example, mental health issues, physical disability or illness, learning disability, sensory impairment or substance misuse problems:

- Sexual exploitation 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.
- Sexual exploitation can occur through the use of technology without the victim/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.

Best Practice Approaches

1. Information sharing - a child or vulnerable adult at risk of sexual exploitation is a person at risk of significant harm and nothing should stand in the way of sharing information. The Government recommends that every agency should consider the following principles for multi-agency working: integrated working ('real time' risk assessments to enhance decision making), joint risk assessments, a victim approach, good leadership and clear governance and a frequent review of operations to drive practice.
2. Findings from research, enquiries and inspections have consistently concluded that for children looked after by local authorities, good care is fundamental to keeping them safe. The following basic principles of good practice are reflected in Ofsted's inspection framework and should be applied in working with all children, regardless of their LAC status. We believe the basic principles of good practice are fundamental to keeping all potential victims safe:
 - listening to children and young people
 - visiting regularly and getting to know them well
 - ensuring access to accurate information about individuals
 - responding quickly to emerging difficulties
 - ensuring effective management oversight
 - good training and challenging and reflective supervision for professionals
 - good commissioning arrangements
 - good assessments and care planning for children and young people

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- good joint working and information sharing across services

Strategy Principles

The Northumberland Boards are committed to keeping potential victims safe from sexual exploitation through the following key principles:

- Sexual exploitation is a form of abuse which can involve sexual, physical, psychological and emotional abuse as well as neglect
- Children and vulnerable people do not make informed choices to enter into or remain within sexually exploitative situations, as they do so via coercion, manipulation, grooming and/or other forms of enticement
- Children under 16 years cannot consent to sexual activity with an adult, and sexual activity with a child aged less than 13 years or an adult who lacks the capacity to consent is statutory rape²
- Children and vulnerable adults who are sexually exploited will experience difficulty and/or confusion around their autonomy to make choices, and their understanding around sex, sexuality and the sexual activity into which they have been coerced
- Sexually exploited children and vulnerable adults must be treated as victims of abuse, and not as offenders
- Law enforcement efforts must involve disruption or sexually exploitative activity, and target offenders as sexual abusers, who may be adult, but could also be a child's peers and/or other young people

Strategy Aims and Objectives

Sexual exploitation remains a hidden activity and therefore the aim of this strategy is to continue to raise the profile of the issue and develop expertise across all partner agencies. The aspiration of the Northumberland Boards is to develop a strategic overview of sexual exploitation supporting a proactive partnership where those at risk are identified and safeguarded, and offenders are disrupted and prosecuted.

Models of Child Sexual Exploitation

For the purposes of this strategy it shall be assumed that the three broad 'models' of sexual exploitation, as first identified by Barnardo's³ in considering child sexual exploitation, will apply equally to vulnerable adults.

- The '**inappropriate relationships**' model usually involves one perpetrator who has inappropriate power or control over a young person (physical, emotional or financial). One indicator maybe a significant age gap and/or the young person may believe they are in a loving relationship

² Sexual Offences Act 2003

³ Barnardo's (2011) Puppet on a string: The urgent need to cut children free from sexual exploitation www.barnardos.org.uk

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- The '**Boyfriend**' model of sexual exploitation and peer exploitation often involved the perpetrator befriend a child or young person and grooming them into a relationship in order to coerce or force them to have sexual activity with 'friends' or 'associates'
- **Organised or networked sexual exploitation and/or trafficking** often involved children and young people being passed through networks of perpetrators, and/or being moved between towns and cities and forced or coerced to have sexual activity with multiple groups of men. Often this activity occurred at 'sex parties' and young people may be recruited by perpetrators to encourage peers into the network for the purpose of abuse. Some of this activity can be serious organised crime or involved more loosely connected groups where the 'bullying and selling' of children and young people takes place.
- Northumbria Police have recently reported a fourth model: the **Commodity Model** where victims are approached directly on the street and asked to attend parties or 'sessions' by perpetrators. Alcohol and drugs (mainly MKat) is a significant factor in many of these cases investigated

The Role of Social Media

It is acknowledged that the internet and other forms of social media (including smart phone/mobile technology and the internet) are often utilised by perpetrators to identify potential victims:

- **Online grooming** is achieved via social networking sites where children and young people are vulnerable and easy to locate as they often post detailed personal information including their home addresses, schools and mobile contact details etc.
- **Non-contact sexual exploitation** which involves children and young people being persuaded, manipulated, groomed and/or threatened into exposing themselves or performing sexual acts over a webcam or sending indecent images of themselves to offenders
- **Meeting children offline** following online grooming for the purpose of sexual exploitation

Sexual Exploitation is often linked to other types of crime including:

- Child trafficking (this can be within a town, region or into/out of the UK)
- Domestic Violence
- Sexual violence in intimate relationships
- Grooming (both online and offline)
- Viewing, creating or distributing abusive images of children
- Organised sexual abuse of children
- Gang related activity
- Immigration-related offences

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Prevalence in Northumberland

The government action plan highlights the importance of understanding the prevalence and nature of the problem including circumstances and locations in each area where children and young adults are particularly vulnerable and at risk. Subsequently, the government has identified the need for Local Safeguarding Children's Boards to put systems in place so trends and patterns of child sexual exploitation can be identified and monitored, and service responses developed effectively. The Safer Northumberland Strategic Board are under a duty to consider trends and patterns of crime and disorder.

In Northumberland there are a range of professionals and specialist agencies that have recognised this form of abuse for many years. However, the hidden nature of sexual exploitation means that it potentially remains under recognised and under reported. To address this issue data about sexual exploitation is systematically gathered by several agencies across Northumberland including Children's Services, Police and other organisations. The methods used to gather data include:

- Police and Children's Services data bases record all known incidences where a child, young person or vulnerable adult (with leaving care status) has gone missing and/or is at risk of sexual exploitation
- Adult service data base records sexual exploitation as a form of abuse so that this information can be extracted at referral and assessment
- A risk assessment framework to assist all agencies in identifying if a child or young person is at low, medium or high risk of sexual exploitation
- Multi-agency strategy meetings to consider S47 child protection enquires where a child is identified or suspected to be at risk of sexual exploitation
- Use of adult safeguarding procedures where sexual exploitation is identified and the person is identified as having care and support needs and unable to protect themselves
- Identifying if a child or young person is at risk of sexual exploitation at the point of referrals and the completion of a Child and Family Assessment (C&FA)
- Return interviews
- The Risk Management Group (RMG) and vulnerability check list (VCL) to establish where a potential victim is at risk of sexual exploitation and at what level of risk. This includes monthly meetings in between the RMG with the Senior Manager, CSE Lead and RMG chair meeting, Police Missing from Home Coordinator and the Missing Children's Social Worker.

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Extent and Nature of SE in Northumberland

Operation Sanctuary is the Northumbria Police response to all aspects of sexual exploitation of Children and Adults within the Northumbria Police area.

Operation Shelter (which sits under the umbrella of Operation Sanctuary) focusses on the sexual exploitation of Children and vulnerable Adults predominantly, but not exclusively, within the Newcastle area.

The operation has been ongoing for 17 months and is the most significant investigation concerning sexual exploitation that Northumbria Police has undertaken.

Operation Shelter staff have spoken with in excess of 300 potential complainants (i.e. young girls and young adults who are believed to have been at risk of sexual exploitation, either historically or currently).

33 people have been charged with significant numbers of offences relating to sexual exploitation resulting from Operation Sanctuary investigations.

A series of four trials will commence in September 2015 and conclude in February 2016. These trials will involve 25 defendants.

Thus far this investigation has identified few instances of sexual exploitation within the Northumberland area or with Children resident in Northumberland.

To date, through Operation Sanctuary, there have been 163 arrests, 51 charged, 10 Deportation Orders and 30 taxi licences suspended or revoked.

Northumberland County Council Licensing department revoked licenses for 5 taxi drivers as a direct result of information received from Northumbria Police as part of Operation Sanctuary and as a result now have a direct link through NCC Intelligence Manager and the Northumbria Police Traffic Intelligence ensuring all timely and effective response to intelligence and information.

In response to Operation Shelter and Operational Sanctuary:

- meetings are held between Adult Services, Children's Services, the Police and Public Protection to ensure effective coordination and to ensure that robust safeguarding arrangements are in place in relation to those identified.
- a weekly meeting is held between representatives of all six Local Authorities and Northumbria Police to share information and to ensure effective arrangements are in place.
- The Missing Children's Social Worker attends the weekly operational meetings and the Missing Children's Social Worker and Team Manager from the 16+ team attend the 6 weekly complex abuse meetings. The formal operational and strategic regional links through Operation Sanctuary are important in terms of sharing information, identifying and preventing sexual exploitation in Northumberland.

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- Northumbria Police have recently been successful in their bid to the Police Innovation Fund. And plans are in place to develop Project Sanctuary, an Intelligence Led Multi Agency Operational Hub to tackle Sexual Exploitation, Vulnerability and Modern Day Slavery
- Project Sanctuary will build on key learning from Operation Sanctuary by establishing two multi-agency operational teams, one covering the north of the force and the other the south, to tackle child exploitation, vulnerability and modern day slavery.
- A part time NCC social worker will be seconded to Project Sanctuary for 24 months and a single point of contact will be identified for adult services.
- The teams will be co-located within non-police premises to establish community based 'hubs' that will take a victim-based approach in keeping with good practice identified during Operation Sanctuary
- There will be a new Child Sexual Exploitation (CSE) Social Work Coordinator role; four in each hub which will oversee and coordinate social work activity across individual local authority boundaries; with agreement having already been formally agreed with partners from each of the local councils.
- In addition to those organisations occupying co-located space within each hub, SCARPA, The Children's Society will 'sit' outside of the hubs but will have direct links into them and will work alongside the embedded Missing From Home Coordinators and Family Support Workers; to reduce the numbers/frequency of children going missing from home.
- The hubs will link directly with a new 'Victim Services Hub' to provide additional opportunities for providing bespoke services to victims by enabling timely and effective access to the improved victims' services that will be available.
- The hubs will direct and drive the activity of their own dedicated investigative units to target identified perpetrators. Located in police premises and totally separate to the community based hubs
- The activity of the hubs and their dedicated investigative units will be enhanced by the use of state-of-the-art technology including i) a 'cloud' based multi-agency information-sharing platform; ii) location-based social media monitoring software together with dedicated Covert Internet Investigation (CII) and iii) a computerised application (App) to create a contemporary, widely accessible interface to share and receive safeguarding information with those susceptible to exploitation, particularly with young people.

The role of Probation Services

The National Probation Service works with both the perpetrators of Sexual Exploitation and the victims. The service has worked closely with the Police and other agencies in intelligence gathering and post-sentence will continue to manage the risks posed by perpetrators

The rehabilitation of perpetrators should take place through:

- Therapeutic treatment of the offender that addresses attitudes and behaviours
- Identification of particular characteristics, such as sexual preoccupation and harbouring of grievances

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- Differential approaches and treatment of males and females based on assessment
- Weaning a perpetrator off their dependence on, or identification with, the group they belonged to

Many perpetrators of SE will have multiple offence related problems. The pathway into offending for these people appears likely in many cases to be both sexually motivated and related to an anti-social/hostile orientation. This is a judgement based on:

- 1) The emerging picture that most, if not all, of the (mainly) men who are involved in SE probably do so at least partially because of problems in the sexual interests domain. This assumption is made based on consistent victim accounts of children who describe being sexually abused by the perpetrators prior to or during further exploitation (Berelowitz, 2013, Smeaton, 2013)
- 2) Research also indicates lack of concern about victims, use of fear and violence to achieve aims, controlling nature of the offence (Beckett 2011), and issues of power and control and grievance thinking (Berelowitz, 2013). This suggests a more general anti-social orientation in addition to needs in the sexual interests domain

Consequently a starting point for the appropriate response to such people would be one of the existing sex offender programmes, where they have been convicted of a sexual offence or an offence with an underlying sexual motive (nearly all of them). Most of the needs identified above would be addressed in one of the existing sex offender programmes.

Additional needs

It may be the case that such people will have additional needs to those typically addressed in sex offender programmes, but without further evidence it is not possible to confirm this or identify such needs. However, based on the literature reviewed two potential areas of need can be identified:

- 1) Inappropriate use of power and control.

Some of the literature points to issues with power and control, and use of fear and violence to achieve aims. These may not be addressed directly in sex offender programmes. It may be the case, therefore, work on a 1:1 basis would need to be completed in these areas by offender managers.

- 2) Gang related SE.

Although sexual offending programmes would meet many of the offence related needs described above, for those involved in gangs an important aim of any intervention would be to help the individual to disengage from

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the gang. Some of the future-focused work in the sex offender programmes is targeted directly at relationships and crime so would be relevant. However, offender managers should consider the impact of gang membership, and where possible work with partner agencies in order to assist former gang members to disengage.

Sexual Exploitation and Risk Management Group Data

Table 1 below shows the number identified at risk of sexual exploitation through the completion of the social work Children and Family assessment, the Risk Management Group (RMG) and the completion of Return Interviews. Although the numbers identified through the Children and Family assessment are relatively low, the numbers have increased since March 2014 when the new children and family assessment template was introduced which has a specific focus on sexual exploitation. The number of sexual exploitation cases identified through the RMG is notably higher and is increasing, reflecting the focussed and targeted multi-agency work around sexual exploitation. However, it is important to note that the RMG VCL risk assessment tool is based on a scaling system, from 0-4 (alongside professional assessments and professional judgement, supervision and management oversight), and many were where there was a suspicion or risk around sexual exploitation and these would have been scored within the lower range. Nevertheless, the identification and support is important and 100% of children, young people and vulnerable adults subject to the RMG will have a multi-agency risk assessment and plan of support which will only be removed from the RMG log when the risk and associated scoring has reduced to medium or low risk.

In addition, all children's homes are registered and operate under National Minimum Standards, which require the home to demonstrate their approach and management of missing children from care. The homes must be able to present a Location Risk Assessment which includes transport links near to the home location, Police information and crime data. All homes follow the Missing from Placement Joint protocol and there is 100% compliance for Return Interviews. Return Interviews are carried out by the independent Missing Children's Social Worker or the child's social worker. NCC do not differentiate between absent and missing and all children, young people and vulnerable adults (with leaving care status) are deemed to be missing and offered a Return Interview. Periods of missing from care are collated and present monthly to the Home Manager Meeting and there is senior manager oversight and analysis of themes.

Table 1: children identified as being at risk of SE in Northumberland

Indicator	No. children	%
Where sexual exploitation was identified as the reason for the referral (November 2014 – May 2015)	18	
Sexual exploitation identified as part of Initial Assessment (August 2013 to March 2014, Initial Assessments ended in March 2014)	32	2%

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Indicator	No. children	%
Sexual exploitation identified as part of Children and Family Assessment (April 2014 to May 2015)	76	4%
Number identified through Risk Management Group in 2013 and those where sexual exploitation has been identified as a risk factor	9/20	45%
Number identified through Risk Management Group in 2014 and those where sexual exploitation has been identified as a risk factor	20/31	64%
Number identified through Risk Management Group in 2015 (May 2015) and those where sexual exploitation has been identified as a risk factor	7/10	71%
Total number identified through Risk Management Group since 2013 to 2015 (May 2015) and those where sexual exploitation has been identified as a risk factor	36/63	58%
Number of Return Interviews undertaken in 2014/2015	136	
Number of Return Interviews where sexual exploitation has been identified in 2014/2015 (6 were from other local authorities)	20	
Number and percentage of Return Interviews where sexual exploitation has been identified Jan to June 2015	25	18%
Number of children and young people subject to a child protection plan where sexual exploitation was identified as a risk factor	2	

Sexual Exploitation of Adults in Northumberland

In 2014/15, there were 35 cases recorded in Northumberland as being in adult safeguarding procedures under the category of sexual abuse (4% of the overall number of safeguarding cases). In 2015/16 adult safeguarding has introduced sexual exploitation as an additional category and already from April – June 2015 there have been 3 referrals in this category.

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Key Priorities

PREVENTION

- Identifying vulnerable individuals and groups, offering early intervention and providing on-going support to help them build resilience and prevent sexual exploitation occurring in the future
- Enabling children, young people and vulnerable adults to make safe choices, and stay safe in relationships through education and raising awareness of the risks

SAFEGUARDING

- By supporting victims, parents and/or carers through interventions designed around their individual needs, aspirations and interests
- Ensuring support from professionals is consistent by drawing on recognised models of best practice to help victims make sense of their experience, regain control and exit from sexual exploitation

BRINGING OFFENDERS TO JUSTICE

- Being pro-active across multi-agency partnerships and joint protocols to identify, disrupt and prosecute perpetrators of sexual exploitation, and minimise the duration and impact of abuse being experienced by victims

BUILDING PUBLIC CONFIDENCE

- Making sure that communities understand the nature and degree of the risk of sexual exploitation to them, and that they know how to access help and support
- Providing accessible information which highlights the role of community vigilance in tackling sexual exploitation

Implementation

To implement this strategy we will focus work activity as detailed below:

- **Providing leadership and working in partnership**
- **Training and awareness raising**
- **Identification and understanding risk**
- **Engagement, intervention and supporting victims**
- **Disrupting and prosecuting offenders**

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
a) Providing leadership and working in partnership	1. Identified levels of child/young adult sexual exploitation; locations; and circumstances where children/young adults are particularly vulnerable and this will be reviewed annually	<ul style="list-style-type: none"> - Conduct/commission a problem profile of Northumberland to include review the number of private children's homes in Northumberland and the number of children and young people placed in Northumberland from other local authorities. - Produce a map of Northumberland highlighting risk locations and publish on safeguarding website. 	SE sub group	Dec 2015		<p>Report will be made available to NSCB, NSAB and SNP</p> <p>Website will include map showing scale of the problem</p>
	2. Established links and protocol will be agreed with neighbouring/other local and police authorities to share information and intelligence regarding sexual	<ul style="list-style-type: none"> -Ensure that NCC is fully involved in the regional operational and strategic work around Project Sanctuary and that a part time child care social worker is seconded into Project Sanctuary. - Review the current 	SE Sub Group	Dec 2015 Unless stated		Information sharing protocol will be in evidence and operational with information exchanging between intelligence sources and triage services via the sub group

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	<p>exploitation and cross border issues</p>	<p>system and practice of notifications from other local authorities, private providers (including Independent Fostering Agencies) when children and young people are placed in Northumberland and when NCC place children and young people outside Northumberland.</p> <ul style="list-style-type: none"> - Conduct review of the private children's homes in Northumberland and the number of children and young people placed in them from other local authorities. NCC to routinely share this information with the Police to ensure that the Police are aware and that relevant checks and vigilance can take place. -Develop a 'Standard of Expectations' for other local authorities and private providers to ensure that 				

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		<p>NCC are notified at the start and end of placements and that we receive copies of risk assessments and care plans, particularly where there are risks around sexual exploitation. The Standard of Expectations to also share what NCC can offer in terms of placement oversight, statutory visits, direct work, Return Interviews and health assessments.</p> <p>-Establish a Private Providers forum/events (3-4 meetings per year) with multi-agency input to support private providers and children and young people placed in Northumberland</p> <p>- Propose that Government Agencies Intelligence Network (GAIN) provide regional intelligence about</p>		<p>Apr 2016</p> <p>Dec 2015</p>		

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		sexual exploitation to SE sub group -Triage services receive information accordingly from SE sub group -Develop data set to include this intelligence to inform Protocols -multi agency information sharing protocol to be developed.		Apr 2016 Apr 2016 Apr 2016		
	3. Cohesive partnership approach to tackling sexual exploitation in Northumberland.	-Establish a Sexual Exploitation Sub Committee of the Children's, Adults and Community Safety Safeguarding Board -Night time economy sub group membership and action plan to be reviewed to include SE -Explore a separate multi-agency sexual exploitation training strategy across the three safeguarding boards.	Patrick Boyle/Anna English/Ian Billham Ian Billham SE Sub Group	July 2015 Dec 2015 Apr 2016		Terms of Reference and membership will be published on safeguarding website TOR and New Action Plan will be available on website

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		<p>-To ensure within training that sexual exploitation is considered or identified at the point of referral and throughout key assessment stages and planning of all work involving children, young people and adults.</p> <p>-To ensure that there are clear reporting and referral routes, supervision and supports and areas of expertise across the directorate. To identify sexual exploitation champions in teams or localities for professionals to seek advice and support from.</p> <p>-Develop multi-agency sexual exploitation webinar.</p>		<p>Dec 2015</p> <p>Dec 2015</p> <p>Dec 2015</p>		<p>Webinar will be published</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	4. Clear governance arrangements and reporting structure	-Ensure that NCC is fully involved in the regional operational and strategic work around Project Sanctuary and that a part time social worker is seconded into Project Sanctuary with clear routes for reporting and information sharing. -Governance protocol and reporting framework to be agreed between all three boards	SE sub group	Sept 2015		Reporting structure and governance framework to be included in TOR
	5. Designated Sexual Exploitation Lead identified at chief officer, elected member, strategic and operational level	-Leads to be identified and reported to NSCB, NSAB and SNP	SE Sub Group	Sept 2015		List of leads to be shared with boards and published on safeguarding website

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	6. JSNA, Commissioning Strategy, LAC Sufficiency Strategy, Health and Wellbeing Strategy, Workforce Development Strategy, Adult Safeguarding Strategy and the Strategic Intelligence Assessment to include reference to Sexual Exploitation	-Ensure that all strategies at next review consider the relevance of sexual exploitation	SE sub group to co-ordinate with individual groups and responsible officers	Dec 2015		SE Sub group will report to the NSCB, NSAB and SNP to give assurance
b) Training and awareness raising	1. Multi agency child protection and safeguarding adult training provided to all appropriate professionals who work with potential victims which has	-Review child protection and safeguarding adults training to include assessment of/management of risk in relation to SE -Develop resource pack to support training for	Joint N/T and North'd training sub group of the SABs -Workforce development sub group of the	Dec 2015 Dec 2015		All training programmes will include SE Resource packs will be available

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	the 'Never give up' ethos so that work with those who reject offers of help and support remain of concern.	professionals, parents/foster carers and children and young people around sexual exploitation and identify the supports available to families -Develop webinar giving experiences of victims, professional and parent views -The Feedback Card developed by the Participation and Positive Activities Team to be used to gain the experiences and views of children and young people (their testimonies) to inform and enhance future practice.	NSCB Patrick Boyle/Anna English As above	Sept 2015 Dec 2015 Apr 2016		Webinar will be published Report to boards
	2. Sexual exploitation E-Learning provided by the virtual college to become mandatory and part of the induction to NCC.	-NCC Workforce development strategy to be reviewed	Tracey Horseman	April 2016		Training performance data will be available

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	3. Deliver a training programme for schools (primary, secondary, independent and special), colleges and Adult Training Centres to ensure the provision of universal, consistent and high quality personal, social, health and economic (PSHE) and sex education.	<ul style="list-style-type: none"> -Make SE training mandatory for education professionals as part of safeguarding expectations -Designated officer to ensure all new staff to education receive training following own/conference attendance -Awareness raising to be included in PSHE programmes in schools -SE awareness raising campaign specifically for Schools highlighting the harm this offending can have on individuals and communities. -Potential targeted work with groups of young people e.g. those identified as being at high risk of exploitation and young males with regards acceptable behaviours towards peers -e-safety programmes to include risk of sexual 	Jane Walker/Carol Leckie/Education team	<p>April 2016</p> <p>April 2016</p> <p>Dec 2015</p> <p>April 2016</p>		<p>Training performance data will be available</p> <p>PHSE training materials will include SE</p> <p>Awareness Raising materials in schools</p> <p>Report to NSCB, NSAB and SNP on the work undertaken</p> <p>E Learning packages will include SE and give links</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		exploitation and grooming via internet - links to hate Crime and the Violence Women and Girls Strategy in schools to be included		April 2016		to the other areas
	4. Build community policing understanding and encourage reporting of sexual exploitation	-Dedicated force lead to be identified -Dedicated "Against SE champions" in every NPT -Dedicated missing from home (MFH)/SE coordinator based in council -E-learning package followed by classroom training for all frontline staff and officers -Conference for frontline professionals from various agencies -Media strategy and media campaign for professionals, parents/carers and children and young adults -Implementation of SE markers on crime reports	Northumbria Police Rachel Farnham Northumbria Police SE Sub Group SE sub group Northumbria Police	Sept 2015 June 2015 April 2016 April 2016 April 2016 April 2016		Leads will be in identified and reported to SE sub group Training report to be provided to SE sub group and reported to boards Conference materials, report to boards via SE sub group Materials will be published CCN's and ACN's will have markers

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		<p>and Adult Concern Notifications and Child Concern Notifications</p> <ul style="list-style-type: none"> -Dedicated single point of contact (SPOC) for each care home and children's home in Northumberland -SE clearly visible on Northumberland safeguarding webpage with resources for professionals, parents/carers, children and young adults -Presentations delivered in to community groups and services by the champions including all secondary schools, colleges and adult training centres. 	<p>NCC commissioning teams</p> <p>Saira Park</p> <p>Northumbria Police</p>	<p>Dec 2015</p> <p>July 2015</p> <p>April 2016</p>		<p>SE Sub group will report on compliance to all three boards</p> <p>Website will include appropriate materials</p> <p>Police will report to the boards via the SE sub group</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	5. Targeted training programme delivered to all LA Children's Homes and care services supporting vulnerable adults	-Programme of workshops to be offered in Autumn 2015	LDU Northumbria Health care/Education team	April 2016		Report to boards via the SE sub group
	6. Run a multi-agency sexual exploitation campaign	-Design SE campaign Produce leaflets -Produce information for parents / young people /professionals -Northumberland safeguarding website to continually be updated - focus campaign for A and E and primary care health services as key access points for victims - focus campaign for housing provider staff -focus campaign for taxi drivers, licensed premises and door staff	SE Sub Group Saira Park SE Sub Group	April 2016 April 2016		Materials will be available and website maintained Campaign materials and report to boards via Sub Group
	7. Targeted training to be offered to	-All Northumberland licensing, Taxi services,	LDU NHCFT	April 2016		Performance information re access to eLearning

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	key partners in night time economy	sports/leisure, youth club organisations and Security Industry Association to be approached and given access to SE e learning package approved by the National Working Group				will be available
	8. Targeted campaign to build community awareness and support	- produce information to raise general public awareness - using mapping intelligence, focus on key businesses (hospitality, taxi drivers, specific retailers) to establish clear mechanisms for reporting and positive interventions	SE Sub Group	April 2016		Materials will be available Increase in reporting from businesses
c) Identification and understanding of risk	1. Reduction in barriers to information sharing between relevant professionals in health, social care, education, youth offending,	-Appropriate flagging systems and information sharing protocols to be developed -Team Managers should share with Senior Managers any cases where sexual exploitation has been identified as a risk	All agencies	Dec 2015		Information Sharing Document will be shared across all agencies

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	<p>probation and further education regarding children and vulnerable adults at risk of SE</p>	<p>factor. -Education colleagues to provide the details of children and young people who are missing from education, being offered alternative education provision or being electively home educated, who are not in receipt of full time education: less than 25 hours, to ensure that there are appropriate plans in place and that there are no safeguarding concerns. -The Missing Children's Social Worker, Senior Manager/RMG chair/CSE Lead to meet with Education colleagues -Formal links to be made with Northumberland College and Private Education Providers to ensure that students are safeguarding against sexual exploitation. -The LAC initial and review</p>		<p>Dec 2015</p> <p>Sep 2015</p> <p>Sept 2015</p> <p>Sept</p>		

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		Health Assessment documents to be reviewed and updated to include a section around sexual exploitation. The Health Assessment to clearly evidence the actions taken to address the risk.		2015		
	2. SE screening tool used effectively enabling impact to be evidenced	<p>-Derbyshire Risk Assessment tool to be embedded in all screening assessment documentation for children and adults</p> <p>-All children/adults who have any identified risk factors will have a SE screening on initial contact with health and social care services</p> <p>-All children/adults who are accessing universal, targeted or specialist services will have a SE screening should any practitioner be concerned for their safety or wellbeing at any point</p>	<p>Health and Social care teams</p> <p>SE Sub Group</p>	<p>Dec 2015</p> <p>Dec 2015</p>		<p>Evidence via ICS and SWIFT</p> <p>Screening tool will be available</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	3. Multi-agency data will be collected regarding the level of risk for individual young people and this will be collated and shared monthly on a multi-agency basis	-Critically analyse the data and provide challenge to all partners to inform reporting to the Boards. -The Performance Team and the Police to undertake an analysis at the end of each month of the Absent and Missing episodes to identify any gaps in information or particular themes and hot spots.	SE Sub Group	April 2016		Sub Group Reports to boards
	4. SE referrals and screening assessments of a high quality and reflective of any additional vulnerabilities such as LGBT community	-Review the multi-agency Risk Management Group guidance and Vulnerability Checklist tool	SE Sub Group	April 2016		Case file audit
		-The Return Interview format to be reviewed and updated to include a much clearer focus on the risk of sexual exploitation, to include an analysis and actions sections.	SE Sub Group	Dec 2015		
		-Where the child or young person refuses to engage	SE Sub Group	Dec 2015		

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		<p>in the completion of a Return Interview, the analysis section to evidence the attempts made and a thorough analysis of the reasons for not wishing to complete the Return interview.</p> <p>-All Return Interviews to be routinely shared with the Police.</p> <p>-For LAC, the Return Interview format to differentiate between 'Absent' and 'Missing' from placement (Note, NCC view all LAC children as 'Missing' and complete Return Interviews).</p> <p>-An audit tool to be developed to audit the quality of the Return Interviews, with a focus on risks of sexual exploitation. Multi-agency partners of the Risk Management Group to undertake the audit and feedback the</p>	<p>SE Sub Group</p> <p>As above</p>	<p>April 2016</p>		

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		<p>outcomes of the audits to the three safeguarding boards.</p> <ul style="list-style-type: none"> -Multi agency threshold documents for children and adults to be updated in accordance with latest guidance and with reference to the Derbyshire 'Children Abused Through Sexual Exploitation Assessment -Threshold documents to include risks associated with Female Genital Mutilation, Forced Marriage and Honour Based Violence and Human Trafficking. -Needs of minority groups, and LGBT community to be given special consideration for e.g. through promotion of the Trinity Youth resource pack -SE referrals and SE screening assessments will be 				<p>Threshold documents will be available via website</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		quality assured on a routine basis -The findings of the QA process (including any emerging risk themes e.g. social media), will be communicated to individual practitioners and QA report will be submitted to SE subgroup meetings				QA report to boards
	5. Data from return interviews will be collated and shared to inform risk assessments and provide intelligence to prevent future harm	-The Return Interview format to be reviewed and updated to include a much clearer focus on the risk of sexual exploitation, to include an analysis and actions sections. -An audit tool to be developed to audit the quality of the Return Interviews, with a focus on risks of sexual exploitation.	Risk Management Group	Dec 2015		Report to Northumberland Boards – minutes on website
	6. Supervision frameworks will stipulate that the risk of sexual	-Supervision guidance for practitioners and team managers and templates for recording to be	SE sub Group	April 2016		Supervision templates will include SE

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	<p>exploitation is considered and recorded as a standard item in every case and that monthly supervision will take place where sexual exploitation is identified as a risk</p>	<p>reviewed across children's and adult services. -Senior Practitioner and Team Managers to review cases that are managed on a CIN basis, to ensure that assessments and care plans are current and consider the risk of sexual exploitation. -Senior Practitioners and Team Managers to identify cases that may benefit from multi-agency oversight, the completion of a Vulnerability Checklist, oversight of the Risk Management Group or formal child protection procedures. -All cases where sexual exploitation has been identified, to have an updated children and family assessment and multi-agency safeguarding plan -All cases where sexual exploitation has been</p>				

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		<p>identified to be subject to monthly formal supervision, regardless of the status of the case.</p> <p>-The supervision record should evidence consideration of sexual exploitation, patterns of behaviour or possible triggers to missing episodes.</p> <p>-Team Managers should share with Senior Managers any cases where sexual exploitation has been identified as a risk factor.</p>				
<p>d) Engagement, intervention and supporting Victims.</p>	<p>1. All agencies have own policies and procedures in place</p>	<p>-All agencies (including voluntary, private and faith groups) will develop/have in place their own policies and procedures that will sit alongside the Northumberland Multi agency Sexual Exploitation Policy which will be explicit regarding how that Agency responds to/ works towards</p>	<p>SE Sub Group</p>	<p>April 2016</p>		<p>Section 11 audit to include self-assessment by all agencies</p>

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		SE. -NCC to continue to be Gold members of the National Working Group with unlimited membership				
	2. Service map of Northumberland will be available	-Provide a map of engagement, intervention and support services for victims published via the Northumberland Safeguarding website.	SE Sub Group/Saira Park	Dec 2015		Map will be available on website
	3. Looked After Children are placed as close to home as possible	-The County Council ' Sufficiency Strategy ' to be kept under review to ensure this is identified as a key priority. -The Performance Team and the Police to undertake an analysis at the end of each month of the Absent and Missing episodes to identify any gaps in information or particular themes and hot spots.	Patrick Boyle	Sept 2015		Strategy will include relevant section
	4. Effective and up to date missing from	-The Missing from Home Joint Protocol will be	Patrick Boyle	Sept 2015		Strategy will include relevant section

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	home joint protocol	reviewed and updated to reflect the latest guidance.				
	5. Health contribution	<p>-Northumberland CCG will monitor and seek assurance:</p> <ul style="list-style-type: none"> -That appropriate SE policies and procedures are in place across the health care economy -That victims of SE are offered high quality health services -That any gaps in services are identified -That there is a clear health focus on early intervention -Establish health working group to ensure consistency and quality of information. -Undertake self-assessment within health to assess current position and identify actions required. 	Northumberland CCG (Margaret Tench)	April 2016		Report to boards via SE sub group
	6. Sexual exploitation will be a key	-Sexual exploitation to be explicitly on the agenda of -	SE Sub Group and Ian Billham	Dec 2015		Information will be shared between various

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	priority for established multi-agency group's community and faith groups.	LMAPS -MARAC -MAPPA -VOL meetings - Police led Integrated Intelligence Groups - Independent Advisory Panels and Independent Advisory Groups.				forums
	7. Victims will be offered appropriate emotional and psychological interventions to help them challenge, resist and recover from the risk of sexual exploitation	-NSCB Suicide and Self Harm Pathway and Northumberland A+E Substance Misuse Pathway to be reviewed and updated to include identification of risk factors associated with sexual exploitation. - Adult mental health services to include risk of /impact of risk of/actual sexual exploitation in FACE risk assessment	SE Sub Group and NTW	Dec 2015		Report to boards number of cases where SE identified FACE risk profile will include SE
	8. Youth Service will promote community and outreach engagement with children and	-Youth Service to become part of the Sexual Exploitation Sub Group - views and experiences of children and young people to help shape and influence	SE Sub Group	Dec 2015		SE sub group report to boards

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
	young people.	future practice.				
e) Disrupting and prosecuting offenders	1. Perpetrators of SE will be identified and dealt with appropriately. The police and CPS will work effectively to secure convictions against SE	-Northumbria Police will proactively use legislation to challenge and confront inappropriate behaviour, including: -Child Abduction Orders. -Risk of Sexual Harm Orders -Sexual Offences Prevention Orders -Partners will work together using disclosure, civil orders and housing legislation to prevent children and young adults accessing risky premises, businesses or individuals. -The police will identify persons subject to SE risks and identify resources to reduce and mitigate risk.	Northumbria Police	July 2015		Increase in prosecutions re SE
		-Northumberland County Council to use regulatory powers to reduce the opportunities for SE to prosper in Northumberland	NCC/Ian Billham	July 2015		Increased use of regulation by NCC

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Strategic Priority	Required outcomes	Action	Owner	Target Date	RAG	Evidence
		- Licensing team will review processes in response to the Rotherham Report and amend accordingly.	Ian Billham	July 2015		Action plan
	2. Best evidence training for social workers rolled out	-Achieving Best Evidence Training for social workers will be regarded as a training priority with an annual plan that is overseen by children's social care senior management team	Children's SMT LDU NHCFT	April 2016		Training Performance information will be reported to boards