

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee - 19 June 2019

Subject: Complex Safeguarding Report

Report of: Strategic Director, Children and Education Services

Summary

This report provides an update on the development of the Complex Safeguarding Hub and focuses on the identification and response to vulnerable children and young people at risk of exploitation including the approach and impact from risk management. The report will also provide feedback on a recent LGA Peer Challenge in relation to Child Sexual Exploitation (CSE).

Recommendations

Scrutiny Committee members are invited to:

1. Consider the progress and impact being achieved by the Complex Safeguarding Hub for children and young people at risk of being exploited.
 2. Note the revised Ofsted framework covering child exploitation and new approaches informing complex safeguarding.
-

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Effective specialist services are critical to ensuring the most vulnerable citizens are able to connect and support the drive towards a thriving and sustainable City
A highly skilled city: world class and home grown talent sustaining the city's economic success	Ensuring the most vulnerable in our society are given the opportunity to access and achieve in the City is supported by the delivery of a strong and cohesive partnerships.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Relationship based services help build the resilience of children and families which they need to achieve their potential and be integrated into their communities

A liveable and low carbon city: a destination of choice to live, visit, work	Improving outcomes for children and families across the city helps build and develop communities
A connected city: world class infrastructure and connectivity to drive growth	Specialist services support families to be successful who are then able to deliver continuing growth in the City

Contact Officers:

Name: Paul Marshall
Position: Strategic Director of Children and Education Services
Telephone: 234 3804
E-mail: p.marshall1@manchester.gov.uk

Name: Julie Heslop
Position: Strategic Head of Early help
Telephone: 234 3942
E-mail: julie.heslop@manchester.gov.uk

Name: Susan Butlin
Position: Strategic Lead for Complex Safeguarding
Telephone: 226 4196
E-mail: susan.butlin@manchester.gov.uk

Background documents (available for public inspection):

None

1.0 Introduction

- 1.1 This report provides a further update to Children and Young People Scrutiny Committee on developments in relation to complex safeguarding. The report updates previous reports to Scrutiny in July 2017 which outlined the intention to establish a Complex Safeguarding Hub and reported on developments in Greater Manchester in relation to Complex Safeguarding. This report covers progress and activity since the implementation of the Complex Safeguarding Hub and provides initial feedback from the recent LGA Peer Challenge in relation to Child Sexual Exploitation (CSE).

2.0 Background

- 2.1 An extensive review of the delivery of the Specialist CSE Service was undertaken in 2017/18 which led to reform of our CSE services and provision leading to the establishment of a Complex Safeguarding Hub in October 2018. Prior to the establishment of the Complex Safeguarding Hub there was a well - established multi- agency Phoenix Protect team which had a dedicated focus in relation to CSE (Child Sexual Exploitation). In 2017 a priority was to improve practice standards within the team; this was in response to updated national guidance alongside developments within the Greater Manchester region such as the ACT (Achieving Change Together) Model and the changing nature and the associated risks to children in the exploitation of children/vulnerable people; this in turn highlighted the need to refresh the operating model and practice standards.
- 2.2 Additionally an independent review of the Phoenix Protect Service highlighted that there were a number of areas that required development and improvement to ensure our service was effective. These areas included referrals; the Protect referral process was unclear and this often led to incomplete referrals which lacked analysis. There was a lack of joint approach from locality social workers and Protect social workers and this was compounded by a lack of communication between Protect and GMP PPIU. Management oversight and guidance required strengthening to avoid investigative drift and to ensure timely intervention; whilst assessments varied in quality and there was mixed use and understanding of risk tools.
- 2.3 In essence the core approach needed refreshing if it was to reflect the emerging developments not just in relation to CSE but also in relation to Modern Slavery and Human Trafficking and the increasing evidence of child criminal exploitation; as well as delivering an approach that reflected a relationship based model of practice. The development of a Complex Safeguarding Hub was therefore a priority and areas for improvement were incorporated in the planning and programme approach. A multi-agency steering group was established in 2018 led by the Strategic Head of Early Help and a Detective Chief Inspector from GMP. The purpose of the project was to plan the redesign, and implement workstreams to deliver a Complex Safeguarding Hub.

- 2.4 Revised practice standards and guidance were developed and a partnership MOU (Memorandum of Understanding) was developed and a new workforce from both GMP and Social Work staff were recruited for the Complex Safeguarding Hub. The induction and development programme for the hub focused on the behaviours, culture and approach as well as the technical knowledge and skills required for the roles. The project was successfully achieved and the Complex Safeguarding Hub went live on the 1st October 2018 with a remit that encompasses CSE, Criminal Exploitation, Modern Slavery and Human Trafficking, Organised Crime Groups, and Serious Youth Violence.
- 2.5 In Greater Manchester Complex Safeguarding is used to describe:
- 'criminal activity (often organised), or behaviour associated to criminality, involving vulnerable children/young people, where there is exploitation and/or a clear or implied safeguarding concern'.*
- 2.6 In 2018 intelligence and feedback from the Missing from Home and Care Panels that operate across the city, highlighted increasing evidence of young people being drawn into child criminal exploitation; often due to their vulnerability. A strong link with missing as both a push and a pull factor emerged and initial mapping identified evidence of criminal exploitation in areas of the City. A multi- agency partnership group was established to address criminal exploitation and led to the development of a policy statement and an action plan alongside a 'seven minute briefing' to promote awareness raising. There was promotion of the Trapped film which highlights exploitation via County Lines and this was accompanied by interventions with Youth Providers and targeted awareness raising work with schools.
- 2.7 The sharing of information and multi- agency approach informed the implementation of the Disrupting Exploitation Programme being led by the Children's Society. This is a three year programme which focuses on early help and prevention to prevent exploitation and on system change; the project is engaging with a number of schools, and community providers in the City. It is clear from local and national research that exploitation can be extra familial, can occur in community locations, and within peer friendship groups. For our response to be effective this requires we understand the contextual safeguarding issues.
- 2.8 Contextual safeguarding is an approach that recognises that young people are vulnerable to abuse in a range of social contexts and that during adolescence the nature of risks and the way risks are experienced by young people change; there is often a new set of complex risks - not posed by families but by peers, partners and adults unconnected to their families. A Contextual Safeguarding Network has been established led by the University of Bedfordshire and work of Dr Carlene Firmin.

Recent publications define contextual safeguarding as:

*'an approach to understanding and responding to young people's experience of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, school and online can feature violence and abuse. Children's social care practitioners need to engage with individual and sectors who do have influence over/within extra - familial contexts'*¹

- 2.9 This approach recognises that parents and carers may have little influence over these contexts, and a wider lens is needed to understand this risk and to respond and disrupt. This needs to involve wider partners including neighbourhood policing, community safety, housing associations, schools and local businesses.
- 2.10 This approach is being utilised within our complex safeguarding investigations and informing our disruption activity in relation to hotspots, peer networks and settings. By applying a contextual safeguarding approach, we can map and understand a wider picture in relation to children and young people at risk of exploitation and those young people with a range of vulnerability factors. We are seeing some early impact from this approach especially in relation to peer networks and the learning and contextual safeguarding approach is a priority for our learning and development plans.
- 2.11 In May 2019 Ofsted updated their guidance in relation to their joint targeted area inspections known as (JTAI). A revised framework has been issued which focuses on children at risk of, or who are experiencing exploitation and includes sexual and criminal exploitation². Children who go missing will still be considered as part of this framework. The JTAI will provide findings on front line practitioners understanding of, and ability to, recognise the risks to children who are at risk of sexual exploitation and /or criminal exploitation and the strategic response by multi -agency partners. The recent independent LGA (Local Government Association) Peer Challenge that was commissioned by Manchester's Safeguarding Children Board and undertaken in May 2019 in relation to CSE indicates Manchester is able to positively demonstrate how we are responding to and addressing complex safeguarding issues in the city.
- 2.12 In addition it is intended the findings of the LGA review will contribute to and inform the ongoing deputy Mayor/PCC assurance review that was commissioned in respect of CSE across Greater Manchester.

3.0 Governance and Accountability Arrangements

- 3.1 Governance arrangements were refreshed with the establishment of the Complex Safeguarding Partnership Executive in 2018; this is a strategic partnership group chaired by the Director of Children's Services and the Complex Safeguarding Hub reports directly into this group. A number of delivery groups support the partnership working and the delivery plans,

¹ Contextual Safeguarding: An overview of the Operational, Strategic and conceptual Framework. Carlene Firmin, November 2017.

² Ofsted Guidance for joint targeted area inspections on the theme: child exploitation. May 2019

performance framework, challenges and successes are reviewed by this group. This group is currently developing our partnership priorities in relation to complex safeguarding, and transition and contextual safeguarding will be key areas for focus.

- 3.2 There are a number of complex safeguarding sub groups which report to the LSCB and the Sexual Exploitation sub group drives the partnership work in relation to child and adult sexual exploitation. Awareness raising across different sectors, work with schools, and universal providers is planned via this group and there is a strong partnership commitment to this work. The LSCB training plan is being updated to reflect best practice and new thinking in relation to sexual exploitation.
- 3.3 The complex safeguarding subgroups are being reviewed to streamline the number of groups and the overarching action plan is being updated to evidence the activity and outcomes being achieved.

4.0 Complex Safeguarding Hub

- 4.1 The Complex Safeguarding Hub was launched on the 1st of October 2018 and partners involved are GMP, Children's Services, Early Help, National Probation Service, Youth Justice, Children's Society, Barnardo's, Adult Services and Education Safeguarding. The hub provides a dedicated focus in relation to CSE, Child Criminal Exploitation (CCE), County Lines, Serious and Organised Crime, and Threats to Life. Daily governance meetings, mapping and joint risk assessments and sharing across GMP and Social Care systems are part of daily business and this is reflected in the strategy meetings and discussions, the complex safeguarding investigations and developing work in relation to contextual safeguarding. Good connectivity with our schools system and Youth Providers is being developed by co-location of an Education Safeguarding Officer within the hub and we are supporting a team around the school approach where exploitation and a contextual safeguarding approach is required.
- 4.2 There is a dedicated team comprising of GMP, MCC and Voluntary Community Services staff who are focusing on missing given the established links between missing and criminal and sexual exploitation. This is a real strength and enables intelligence supplemented by a coordinated approach along with an early intervention response to connect with the four Missing from Home and Care Panels. The panels were established across the city to coordinate the multi- agency response to children who go missing and target repeated and persistent missing.
- 4.3 The Complex Safeguarding Hub is working in partnership with the other 9 Local Authorities to agree a core approach and to implement consistent practice standards in relation to complex safeguarding. The joint working and shared learning which builds upon the innovation work developed by colleagues in GM and is enabling an evidence based and trauma informed approach to be adopted across the conurbation. The evidence based approach which was developed by colleagues in Greater Manchester draws

heavily on the research and evaluation from Research in Practice (RiP) and the University of Bedfordshire work on contextual safeguarding. We have implemented this approach with the introduction of the Achieving Change Together (ACT) model and 11 young people are currently receiving intensive and bespoke support. The recent addition of a Clinical Psychologist in the hub is already having a positive impact by utilising case formulation to enable social workers both in the hub and locality to review and reflect on the current plan and effectiveness of the intervention.

- 4.4 There is a well established Early Help Team in the Complex Safeguarding Hub who provide support and a range of interventions for families. The team have provided long-term and consistent support for children and families in complex situations involving a range of exploitation and have supported and shared the learning and approach with the three Early Help Hubs based in the localities. The team provide parenting interventions and support and have supported young people to remain in their communities and to educate and inform parents on new and emerging exploitation issues such as Xanax.
- 4.5 There has been good progress in developing our referral pathways; in providing a consultation line and co- working with locality and permanence social workers. Locality social workers have received training in relation to new and emerging practice in relation to CSE and this is included in the learning and development training programme for 2019/20.
- 4.6 The Complex Safeguarding Hub meet daily for multi agency risk meetings, chaired by a social care team manager and attended by all partners in the Hub. These meetings are the gateway into the Complex Safeguarding Hub where referrals are considered alongside requests for a strategy meetings, consideration of high risk missing children, and the sharing of any key intelligence. Multi agency decisions are agreed at these meetings in relation to referrals, this may be advice and guidance, a Complex Safeguarding Hub social work assessment, an offer of Early Help, a joint investigation and disruption opportunities.
- 4.7 An exploitation risk assessment is undertaken by Complex Safeguarding Hub social workers within 15 working days using the Phoenix GM tool which has been adapted to consider child criminal exploitation, child sexual exploitation and modern slavery (in recognition of the multiple forms exploitation can take). This tool uses risk indicators and uses a scaling approach to evidence risk and is being reviewed to improve its utility. GM have commissioned work which is now underway to develop an assessment tool that reflects the current research picture and evidence base and which is being built using input and feedback from professionals and young people. Once developed this will be adopted by Manchester and across GM.
- 4.8 Risk assessments are undertaken and information relating to individuals and groups is gathered and monitored to address exploitation. Mapping is a tool used within the Complex Safeguarding Hub and Youth Justice Service to organise information in a visual way (utilises a Jamboard). This enables

identification of risk factors, trends and associations and supports the identification of children/adults at risk or on the periphery of exploitation.

- 4.9 The Complex Safeguarding Hub is coordinating the response to a number of complex safeguarding investigations and utilising, protection, disruption and collective safeguarding to disrupt and bring to justice perpetrators. These investigations involve multiple victims and multiple perpetrators of exploitation, including child sexual exploitation and child criminal exploitation. We are seeing new themes and trends emerge such as the use of Xanax and utilising the Complex Safeguarding Hub to provide a coordinated response and apply a contextual safeguarding approach which is providing a layer of intelligence and complexity e.g. friendship, peer groups, school settings.
- 4.10 The Complex Safeguarding Hub has built strong links with voluntary organisations including community providers and co-located partners. The Children's Society has a team of workers who work with our children who go missing; they are co-located at Greenheys Police Station and contribute to daily risk meetings, team meetings and training. The Barnardo's Independent Child Trafficking Advocate is based in the Hub one day a week providing direct advice and consultation for the teams there. The Hub is closely working with the Children's Society Disrupting Exploitation Project to identify system changes that would support a contextual safeguarding approach to exploitation. Voluntary organisations have been involved in the response to particular Safeguarding Operations, e.g. Manchester Young Lives have supported young people identified through an operation looking at the risk of an escalation in youth violence, and Barnardo's attend operational meetings linked to trafficking to provide advice about the National Referral Mechanism (NRM) process. This has resulted in positive NRM decisions for young people who have been internally trafficked.
- 4.11 Links with Education Services and Schools have been strengthened through delivering a Team around the School approach; this is used where there have been specific issues within a school setting. In these situations, social workers from the Hub have met with schools and provided guidance and support, in some cases supporting school staff to engage with parents. This has been positively received and will be an ongoing offer from the Complex Safeguarding Hub. There are good links with the PRU (Pupil Referral Unit) and Education caseworkers at the Missing from Home Panels and Complex Safeguarding Delivery Group, and a Safeguarding Quality Assurance Officer from Education is based within the Hub a day a week and has supported Complex Safeguarding Hub social workers to build links with Youth Providers, including attendance at Youth Partnership meetings.
- 4.12 A key area of development for the Complex Safeguarding Hub has been implementing a different approach across all agencies when working with young people who are victims of child criminal exploitation. The Police have a victim focused/safeguarding approach which was recognised by the recent LGA peer challenge team and view young people as potential victims of exploitation when they are in custody for criminal offences. GMP are working with social workers to ensure the young person has the opportunity to share

information about any harm or coercion they have experienced and that safeguarding is the primary priority.

- 4.13 Resources in the team are being increased with two additional social workers joining the team under a twelve month secondment, and a dedicated Missing from Home Coordinator role will be appointed in June 2019; this will further strengthen the relationship based practice model that is applied within the Children and Education Services Directorate. Referrals into the Complex Safeguarding Hub have increased since 2016 from an average of 98 to what is currently 118 young people open to the Complex Safeguarding Hub social workers; 57% of these young people have been referred and are receiving support due to concerns around CCE and the remaining because of concerns they are at risk of CSE. There are 48 children being supported via the Early Help team in the hub with a range of CSE and CCE issues.
- 4.14 There has been an increase in the number of young males referred into the Complex Safeguarding Hub following briefings and awareness raising in relation to CCE. Work is in place with partners to ensure that there is a continued focus on identifying risk of CSE for girls and boys and understanding the correlation between different types of exploitation. Half of the cohort of young people open to the Complex Safeguarding Hub are aged 16 and 17 years; this highlights the need for strong transition arrangements which is a key priority for the year ahead in partnership with Adult Social Care. Analysis of ethnicity has highlighted that there is a disproportionate representation in the Complex Safeguarding Hub from children of BME backgrounds. This is being addressed via joint work with the Youth Justice Service and schools via the 'Promoting Inclusion Strategy'.
- 4.15 Two social workers from the Hub are delivering the ACT (Achieving Change Together) model to young people; this is an innovative approach that has been peer evaluated and is a strengths based, child led intensive intervention for young people who are experiencing placement stability and at risk of or being harmed by exploitation. Each worker carries a caseload of six young people and these low numbers enable them to develop a trusted relationship with the young people which is then a means to support the young people to identify goals and achieve positive outcomes. Evaluation about the impact of the model is being carried out within MCC and across GM.
- 4.16 The Complex Safeguarding Hub has made a positive impact in the first six months of delivery and a number of case studies are available to highlight the impact and improved outcomes being achieved for children in Manchester.

5.0 Missing from Home and Care

- 5.1 The Complex Safeguarding Hub has responsibility for ensuring that the statutory responsibilities for children who go missing from home and care are met. Arrangements for this in Manchester are informed by the document 'Statutory Guidance on Children who Run Away or go Missing from Home and Care' (Department of Education, 2014) and by the Greater Manchester Runaway and Missing from Home and Care Protocol, the latter of which is

currently being refreshed by a group of Local Authority and Police representatives from across GM including the Manchester Complex Safeguarding Hub.

- 5.2 GMP provide Children's Services with a list of any children who have been reported missing each day and the Hub is responsible for ensuring that each child is allocated a worker to undertake an Independent Return Interview (IRI) within 72 hours. The IRI needs to be carried out by someone independent from the child and from the care they receive whether at home or in another setting. Those children residing at home will be allocated a worker from the Missing from Home Team, while Our Children will be visited by a member of the Children's Society team. Information gained from the interview, along with any actions taken, are recorded on the child's record.
- 5.3 Representatives from the Complex Safeguarding Hub attend each of the fortnightly Missing from Home Panels taking place in the locality and permanence services to ensure that the views of the children obtained during the interviews are considered in that forum. Allocation of IRIs works on the principle of continuity of relationships for a child. The IRI provides an opportunity to uncover information that can help protect children from the risk of going missing again, from risks they may have been exposed to while missing or from risk factors in their home.
- 5.4 The City of Manchester SPOC (GMP) for missing children is based within the Complex Safeguarding Hub and in addition to providing the daily update attends strategy meetings required when children have been missing and is the Police representative at the Permanence Missing from Home Panel. Strong partnership working underpins the work of the panel and this ensures there is a collective response and accountability for children who go missing.
- 5.5 There are particular concerns about the links between children running away and the risks of sexual and criminal exploitation. Missing children may also be vulnerable to other forms of exploitation, to violent crime, gang exploitation, or to drug and alcohol misuse. MFH Panels provide an opportunity for multi agency information sharing and review of arrangements to reduce missing incidents and promote diversionary positive activities for young people. There is a focus on an early response to avoid concerns escalating and there are a range of interventions available to offer young people at this stage including access to local youth services, one to work with The Children's Society, and referrals into the Unity Radio project which is a project building aspiration and self esteem for young people through developing skills to enable them to create and produce their own radio show at Unity Radio Station based at Media City.
- 5.6 Each month the top 10 missing young people are tracked and senior managers briefed; this provides managers with visibility and an opportunity to support and challenge the service provision for these young people for whom risks are high. Often the young people have multiple vulnerabilities and complex issues and the importance of a trusted relationship is beneficial. There have been good outcomes achieved with our children with a reduction

in persistent missing for some of the frequently missing young people. One young person has seen the frequency of their 'missing' episodes reduce from 34 to 20 incidents and then to 4. The timeliness for completion of IRIs for our children is consistently high at 97% and there is a 100% engagement rate reported for the past five months.

6.0 LGA Peer Challenge in relation to CSE

6.1 In May 2019 the Local Government Association (LGA) undertook a peer review which focused on the effectiveness of the Complex Safeguarding Hub and multi- arrangements in response to children at risk of sexual exploitation and those being exploited. Commissioned by MSCB the review focused on three core components:

- Leadership and management, including vision and strategy
- Effective practice and impact on outcomes for children and families
- Resources and capacity

6.2 The peer challenge considered:

- Governance structure and accountability
- Use of Quality Assurance and Performance
- Management and supervision
- Awareness raising
- Investigations and prosecutions

6.3 The first phase of the review consisted of three members of the peer challenge team spending 3 days in April 2019 auditing 33 children and young people's records; this was undertaken alongside front line staff and was subsequently followed up by 2 further days of auditing resulting in 40 children's records being audited. The review team then returned and were on site from 13th - 17th May 2019 and undertook a range of activities including focus groups with front line staff, managers, partners and Senior Strategic Leaders.

6.4 Assurance was sought in relation to the quality and impact from our practice and a number of areas were explored in more detail including - planning, assessment and interventions including step down support from high risk/complex cases, the effectiveness of partnership working and workforce development strategy plans. The peer challenge looked at the extent of awareness raising and education in relation to CSE and the effectiveness of disruption and enforcement activity.

6.5 Whilst the peer challenge focused on a thematic area in relation to CSE it also provided feedback on the quality of practice and impact of work from across the social care system and therefore has wider applicability. Initial/verbal feedback was shared on the 17th May 2019 which was positive; we are awaiting the full report which is anticipated later this month (June 2019).

6.6 Key headlines from LGA

The Peer Challenge team provided feedback in relation to a number of different areas identifying strengths and areas for further consideration. The peer team were very positive about the staff who work in Manchester and recognised their pride and passion and this was evident from frontline staff to senior leaders throughout the partnership. The key messages were:

- Strong leadership and political support for CSE
- Strong partnerships
- We are well placed to accelerate progress and further improvements
- We need to focus on impact and outcomes
- We need to ask and answer 'how well?' and 'what difference?'
- There was recognition of innovative work mapping and using contextual safeguarding principles to tackle child exploitation
- We need to ensure we balance child led practice with keeping children safe

6.7 In relation to effective practice the team reported they could see improvements in practice since the new Complex Safeguarding Hub was established, there was a focus on keeping children safe, staff know young people well and build trusting relationships. Caseloads are reducing and manageable, workers report good management support. There was evidence of statutory compliance in most case files audited and effective missing from home procedures and interventions. They saw strong evidence of multi- agency working, sharing of intelligence, joint operations and disruption and there were examples of positive outcomes and innovative interventions.

6.8 A number of areas for further consideration were highlighted with the review team reporting that there is further work to do to ensure that the quality of practice is consistently good across all young people's records. We need to ensure good practice is evidenced in young people's records; we embed reflective supervision within our recording and achieve a stronger focus on impact and outcomes. The peer review team recognised that we are committed to developing our performance and quality assurance arrangements that staff and managers are positive and understand audit. However, there is more to do to ensure auditing activity is analytical and reflective to better evidence impact and support continuous practice improvement.

6.9 Whilst the overall feedback was positive, it should be noted, whilst the areas of strengths and areas for development/consideration is accepted, it is not uncommon given the current stage of development of the complex safeguarding hub.

6.10 We are reviewing our quality assurance and performance framework across Children's Services and this work will be led by the Strategic Lead for Safeguarding and Practice Improvement. We've reviewed our audit and performance data in relation to complex safeguarding and GM recently agreed a core data and performance dashboard for Complex Safeguarding Hubs which will assist as will the introduction of Liquid Logic as this will simplify the

data sources.

- 6.11 To ensure we maximise the learning from the case audits the LGA Lead Reviewer has agreed to return on 12th July 2019 to host a workshop with managers on the findings from the audit of young people's records. Additionally, a development day for the complex safeguarding workforce has been arranged to review the current team and service plan and incorporate the 'areas of consideration' identified from the peer challenge. Broader areas such as training on CSE/CCE and planning for actions and outcomes will be tracked via the new safeguarding arrangements.

7.0 Summary

- 7.1 In the coming year we will further embed the complex safeguarding hub to develop best practice, to protect our most vulnerable children and to provide specialist advice and assistance to staff across the children's system working with vulnerable young people. We are developing clarity on the role of the Complex Safeguarding Hub and utilising research and evidence to both develop a common language and approach; this in turn is informing the plan for the child and young person.

In addition we are considering our governance arrangements in the light of the revised Multi - Agency Safeguarding Arrangements (MASA) and move to locality and place based arrangements.

7.2 Our successes are:

- Implemented a Multi- Agency Complex Safeguarding Hub in October 2018.
- Revised our Practice Standards and implemented a relationship based model of practice in the Complex Safeguarding Hub.
- Implemented the ACT(Achieving Change Together) innovation in February 2019.
- Continued to develop our Missing from Home Panels to provide rigour and tracking of children and young people missing from home and care.
- Focused on developing our early help and prevention response to missing led by our South Early Help Hub to support youth and community providers.
- Led the work in GM in relation to mapping of child criminal exploitation, vulnerability and missing.
- Developed our policy and performance framework in relation to complex safeguarding - sexual exploitation, criminal exploitation and Modern Slavery and Human Trafficking.
- Developed our CSE delivery group to focus on sexual exploitation.
- Have included contextual safeguarding approach within our recent complex safeguarding investigations.

7.3 Our challenges:

- ensure our performance and quality assurance framework informs our

- response and delivery of complex safeguarding.
- flexibility to be responsive to emerging threats, issues and concerns in relation to complex safeguarding and sexual exploitation.
- work with CPS to ensure we increase prosecutions for sexual and criminal exploitation.
- continue to develop our complex safeguarding hub to meet increasing need and demand for specialist interventions.
- Ensure we evidence impact from our collective response to child exploitation.

7.4 We believe our work to manage complex safeguarding is responsive to our multi-agency assessed needs, demonstrates innovation and is an example of multi-agency coordination and planning in response to emerging safeguarding threats. In the past twelve months our learning in relation to safeguarding and exploitation has significantly accelerated and crucially this has confirmed a trusted key worker is an effective model; knowing we need to be persistent, creative, resilient and adaptive in our approach, reflecting the behaviour of those who seek to exploit our children. Our response to exploitation must be viewed as a safeguarding issue and this applies to organised crime, urban street gangs, criminal exploitation and sexual exploitation and we must work alongside our communities if we are to achieve the full impact from our work to address child exploitation.

8.0 Recommendations

- 8.1 Scrutiny committee members are requested to:
1. Consider the progress and impact being achieved by the Complex Safeguarding Hub for children and young people at risk of being exploited.
 2. Note the revised Ofsted framework covering child exploitation and new approaches informing complex safeguarding.