

Appendix 2 - CSE Report presented to Scrutiny on 4th Sep 2019

1. This is a brief overview of activity undertaken in relation to complex safeguarding since the last update to Children and Young People's Scrutiny Committee on the 4th September 2019.

2. Governance and Quality Assurance:

2.1 Subsequent to the September report, there has been a peer review undertaken by the Greater Manchester Complex Safeguarding Team including partners from Barnardos, Research in Practice and GMP; this included a review of 4 young people's records, case discussions and focus groups with practitioners and partners. Overall, the feedback from this peer review was positive, with some learning identified in line with our existing self assessment and service plan. Some of the key headlines within the feedback included a recognition that strong strategic commitment had enabled a well resourced partnership team, recognition that the team is fully integrated and fostering a learning environment and noted the benefit of having a Trusted Relationships Clinical Psychologist embedded within the team, along with a health representative and Adult social worker. The feedback noted that the Missing from Home and Care response is well resourced and enables information sharing and oversight and that there were good, effective safeguarding operations running which include outreach in the community.

2.2 The refresh of the Children's Services Quality Framework has been completed and is now implemented; the Complex Safeguarding Hub is part of this Framework and the associated 'Closing the Loop' activity is overseen by the Strategic Head of Early Help. The Service Lead provides monthly reports to senior management as part of this framework covering a summary of quality of practice and evidence of impact. Additional quality assurance is sought via fortnightly joint governance with Police, Independent Return Interview (IRI) dip sampling and a monthly review of the most frequently reporting missing young people undertaken by the Strategic Lead for Complex Safeguarding. This is providing assurance on the quality of practice and activity and outcomes being achieved from the Complex Safeguarding Hub.

2.3 There is strengthened management oversight within the Complex Safeguarding Hub through the outlined quality assurance activity but also through the use of self assessment and practice observations with feedback provided to all workers using a 'high support, high challenge' model. This approach is also being used to support and develop managers within the Complex Safeguarding Hub. The quality of management oversight evident on children's records is improved, and there is a focus on outcome and impact within these. This focus is being driven through workshops and coaching sessions taking place regularly within the Complex Safeguarding Hub as well as within individual supervision, and is a key component of the service plan.

2.4 The Service Plan for the Complex Safeguarding Hub has been updated to consolidate learning from both peer reviews and from the audit activity, and this is reviewed monthly with the wider team. The Strategic Lead for Complex Safeguarding leads monthly development sessions with the social work team, which are currently focussed on quality of recording and how the impact of interventions is evidenced. To

support this work, the Strategic Lead is working with the Trusted Relationships Clinical Psychologist within the Hub to develop an outcomes framework for Complex Safeguarding. This will be informed by key research and existing outcome models. Greater Manchester Complex Safeguarding are interested in supporting this work, and an initial version will be completed by mid December with a view to testing this and obtaining an independent evaluation of it by the end of January 2020.

2.5 The Hub continues to provide a core data and performance return to Greater Manchester Complex Safeguarding and provides monthly data including children reported missing. Work is taking place with Liquid Logic and PRI to simplify reporting processes and allow a greater focus on the outcomes work being developed.

3. Practice and Impact

3.1 The Complex Safeguarding Hub continues to raise awareness and understanding of complex safeguarding issues. During the Week of Action in October 2019, social workers and police officers from the complex safeguarding hub attended all social work locality offices and neighbourhood Police Stations and provided briefings on indicators of exploitation and how to respond. Social workers are contributing to briefings for Manchester schools, and are supporting work with individual schools by offering bespoke briefings and support. The Strategic lead for Complex Safeguarding will be delivering three half day sessions across the city in December targeted at newly qualified social workers who will be or have recently started working in the city; this has been expanded to include any social worker to attend. These will include a session on key findings from a review of historic CSE cases, designed to ensure that current practice is informed by learning from the experiences and feedback of CSE survivors and to help equip our social workers across the localities with knowledge and skills to take a victim focused approach when working with young people.

3.2 Four Complex safeguarding workers have been trained to deliver the new Greater Manchester Complex Safeguarding training which will be delivered across the partnership. The case formulation model developed within the Complex Safeguarding Hub has now been developed into a pilot and we are tracking the impact this has on positive outcomes for children.

3.3 There has been a review undertaken of the Achieving Change Together model which is being delivered to young people from within the Complex Safeguarding Hub and a new referral pathway and governance structure has been implemented. This should ensure we are well placed to build on the successes of the first cohort while responding to the learning taken from the first six months of delivery.

3.4 There continues to be a number of operations being managed from within the Complex Safeguarding Hub and in September there were successful sentences amounting to twenty five years handed to four perpetrators convicted of CSE related offences as a result of one of these operations. The Complex Safeguarding Hub proactively utilises its unique position as a central point of multi agency city wide intelligence to identify where there are particular locations or patterns of concern and to pull together a joined up response. We have recently begun work on a new operation which focuses on young people being targeted by adults for the purpose of

child sexual exploitation and there will be proactive work taking place to support victims and disrupt offenders. These joined up operations are key to disrupting and bringing to justice perpetrators of exploitation while ensuring there is appropriate trauma informed support in place for victims.

3.5 A key area of work for the Complex Safeguarding Hub over the next year will be the development of our contextual safeguarding response. We will be one of three Greater Manchester Local Authorities who will work alongside the Contextual Safeguarding Network to build on existing opportunities to support work within peer groups, schools, and community locations. This will build a contextual safeguarding approach into our delivery model. We recently met with colleagues in Greater Manchester to agree our focus with the Contextual Safeguarding Network and it is likely we will focus on testing our approach in relation to either a location or continuing our work with schools and focusing on assessments and interventions linked to a school or cluster of schools. In December Manchester social workers will receive training on contextual safeguarding and this will be followed up by training for partner agencies in 2020.

3.6 An important part of our work moving forward is to maximise opportunities to ensure young people's voices are heard and inform the delivery of the service provided. The Complex Safeguarding Hub currently receives feedback from young people during direct work sessions, return interviews and through some recently developed group work. We have supported a young person to provide direct feedback to reviewers during the LGA Peer review, and to contribute to an existing group run by The Children's Society. As part of the outcomes framework currently being developed, there will be also more formal options offered to young people who wish to provide feedback, including questionnaires with young people, an evaluation/ exit interview of the service they have received at the point of closure, and the opportunity to speak with a manager during an intervention to tell them what is going well and what could be improved in terms of the support they are receiving.

3.7 Greater Manchester Complex Safeguarding have established a group to further develop the voice of young people and children which the Complex Safeguarding Hub will be contributing to. In order to ensure young people's voices are heard within our wider training and awareness raising work, a young person has recently worked with the Complex Safeguarding Hub and the Communications Team to produce an audio recording that will be used in training events and is his own account of the exploitation he has experienced.

4. Achieving Change Together Update

4.1 Achieving Change Together (ACT) is a strengths-based approach to adolescent support which is both research informed and co-designed by young survivors of CSE. A small caseload means practitioners can offer an intensive and flexible service to our young people, meeting them where they're at as opposed to expecting them to work to our agenda. The intervention is not time-limited which means practitioners have the capacity to work at the young person's pace which creates a strong platform for meaningful change.

4.2 The broad aim of ACT is to reduce the number of children placed outside of Manchester away from their homes, friends and communities. We want our young people to be safe and succeed in Manchester. Young people tell us that it is great relationships and small changes that build up to changing their future, put simply “CSE is the least of my problems”.

4.3 We have been delivering ACT from the Complex Safeguarding Hub for nine months and have seen some positive outcomes for young people. One of our young people has returned to school after missing over a year of education and is chasing her ambition to have her own business and with her creative talents, this is well within her reach. This young person is a survivor of sexual abuse and violence and uses the intensive offer from ACT to overcome challenges she faces getting back into education and has requested support to manage her anger and reduce her dependence on cannabis to manage traumatic memories. This young person has also used ACT support to engage with the medical support she needs to recover her health; she told her worker that she wants the changes she has made inside to be reflected on the outside. This young person has not been missing from home since starting on the ACT programme.

4.4 Two of our young people under ACT were nominated for the recent Manchester Achievement Awards for demonstrating their ability to overcome adversity and believe in themselves, taking charge of their own future. One of our young people has seen a reduction in Missing from Home episodes and his social worker is no longer considering an out of borough placement; we have also started letter contact with his family. Another of our young people who was a victim of CSE has returned from a placement to live with her family, had had no missing episodes and started work - this has given her the confidence to want to go back to education and finish her GCSEs. She has better relationships with her family members and has thanked her ACT social worker for being there for her when she needed it most.

4.5 Young people in Manchester have told us that with their ACT practitioners they feel listened to and want all social workers to practice in this way. The achievements listed above are hugely significant for young people who have often experienced trauma and adverse childhood experiences and represent positive outcomes which will benefit them in the future. Importantly, these young people are learning that they are able to achieve and experience success and developing the resilience and confidence to continue to do this.

5. Summary

5.1 Scrutiny members will note the continued development of the complex safeguarding hub; the ongoing work to disrupt and prevent exploitation and evidence of the impact of the relationship based approach and implementation of the ACT model in delivering good outcomes from children and young people.