



TACKLING CHILD EXPLOITATION IN DONCASTER: Team Doncaster's Strategic Approach

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Introduction

This strategy brings together for the first time Doncaster's approach to tackling all forms of child exploitation. It looks to build upon the good things already in place and make improvements where necessary. A key focus is to provide support earlier to prevent children and young people from the risks of exploitation, and as such the approach has been broken down into 4 elements: Education, Prevention, Intervention, and Enforcement.

The strategy captures headlines actions and is underpinned by a robust implementation plan that is SMART. The Child Exploitation Strategy Sub-Group that reports into Doncaster Children's Safeguarding Partnership Board is accountable for the delivery of the strategy and implementation plan. It is important to understand what we in Doncaster mean when we talk about child exploitation.

Definitions

In short, there is no single type of exploitation and children, and young people can experience, or be at risk of experiencing, multiple forms of exploitation at any one time. There are various categories of exploitation though, with the dominant two being Child Sexual Exploitation (CSE), and Child Criminal Exploitation (CCE). In Doncaster, we define the categories of exploitation in the following ways.

Child Sexual Exploitation is a form of child sexual abuse. It occurs where an individual (CSE perpetrator) takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage of increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology. *Department for Education (DfE) (2017)*

Child Criminal Exploitation (including County Lines) involves exploitative situations, contexts and relationships where children (under 18) receive or are promised 'something' tangible e.g. food, accommodation, drugs, alcohol, cigarettes, gifts or money or 'something' intangible e.g. affection, respect, status, or protection in return for committing a criminal act for the benefit of another individual or group of individuals or be threatened, coerced, or intimidated into committing that criminal act. *(Home Office, 2018)*

Within that, **County Lines** is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other form of "deal line". They are likely to exploit children and vulnerable adults to move and store the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) and weapons (Home Office, 2018)

The **National Referral Mechanism** (NRM) is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support. Modern slavery is a complex crime and may involve multiple forms of exploitation.

It encompasses:

- Human trafficking
- Slavery, servitude, and
- Forced or compulsory labour

An individual could have been a victim of human trafficking and/or slavery, servitude and forced or compulsory labour. Victims may not be aware that they are being trafficked or exploited, and may have consented to elements of their exploitation, or accepted their situation. If you think that modern

slavery has taken place, the case should be referred to the NRM so that the Single Competent Authority (SCA) can fully consider the case. You do not need to be certain that someone is a victim.

Children Missing from Home

The South Yorkshire **Missing from Home** and Care protocol 2020 uses the following definition of missing. Anyone, whose whereabouts cannot be established will be considered as missing, until located and their well-being or otherwise is confirmed. All reports of missing people sit within a continuum of risk from 'no apparent risk (absent)', low risk, medium risk and high-risk cases that require immediate, intensive action.

College of Policing guidance states children can be categorised in one of these four ways, however the Statutory Guidance states that the police will prioritise all incidents of missing children as medium or high risk. It is unlikely that a missing child will ever be categorised as 'no apparent risk'. The protocol relates to all children and young people in South Yorkshire who run away and go missing from home or care. This includes children and young people looked after by another Local Authority and placed in a home, care, or residential school within South Yorkshire. The protocol does not provide for situations where a child has been abducted or forcibly removed from their place of residence. This is a "crime in action" and should be reported to the Police immediately.

Beyond that, staff across the partnership have responsibilities associated with identifying and managing children and young people who are at risk of, or have been, **radicalised**; this is tackled under the heading of exploitation in the same way as criminal and sexual exploitation. This is all covered within Central Governments counter-terrorism strategy, CONTEST, and in particular, the PREVENT theme. Under PREVENT, radicalisation is seen through the lens of extremism which it defines in the following way;

"Extremism is vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. also includes calls for the death of members of our armed forces, whether in this country or overseas"

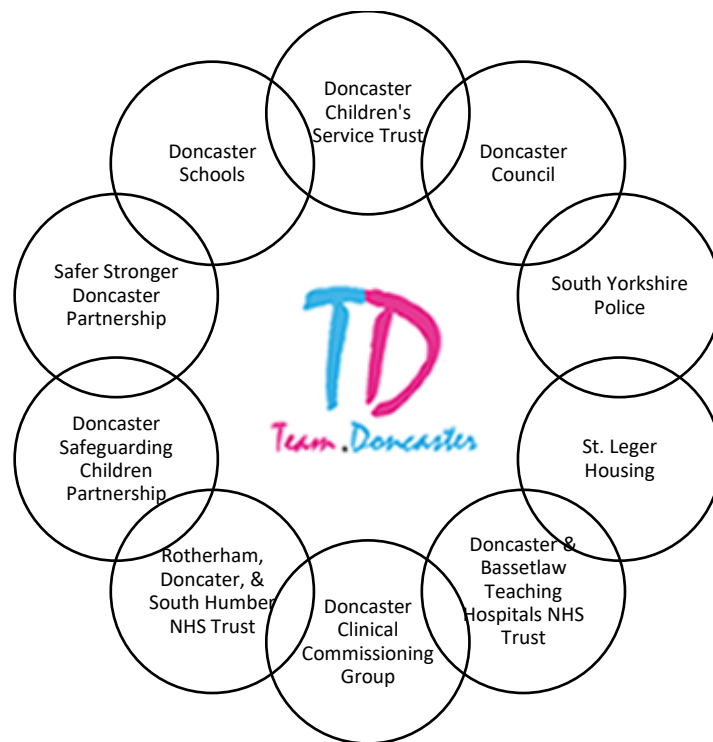
National Context

There have been notable advances in our understanding of exploitation, its prevalence, and its impact. The last decade has seen a number of high-profile inquiries and a heightened national response to sexual exploitation, calling for swift action across local authorities and police force areas to tackle this growing threat. With regard to child sexual exploitation, the Jay Report provided the social care system (as a whole) a series of key learning points in handling child sexual exploitation and working as a partnership to keep children and young people safe. Furthermore, in recent times, county lines related criminal exploitation has grown in prominence with more and more resources and policy changes targeted at dealing with that issue.

From Central Government, there has been a drive to tackle this issue in recent times, through mechanisms such as the *Serious Violence Strategy (2018)* that looks to tackle criminal exploitation through a combination of targeted action, early intervention and prevention, and community based practice. Furthermore, there are detailed practice guides for practitioners and strategic leaders for handling incidents of sexual exploitation. It is also a central theme in *Working Together to Safeguard Children (2018)*.

Local Context – What has been happening in Doncaster

Within Doncaster, all our approaches to safeguarding children and young people exist within a robust partnership under the banner of Team Doncaster.



This is in line with best practice and recommendations within *Working Together to Safeguard Children (2018)* and ensures that children and young people can be kept safe. Within that, there are various partnership strategies and plans that support safeguarding in the borough; strategies that influence or engage with child exploitation. These include, but are not limited to Community Safety Plans, our work within Operation Encompass, our Youth Justice Plan, our Doncaster Safeguarding Children's Partnership Delivery Plan and our Vulnerable Adolescents Strategy.

Team Doncaster have recently adopted a new 10 year borough strategy called **Doncaster Delivering Together** that is built on the "Great 8" priorities for thriving people, places, and planet. These priorities are;

1. Tackling climate change
2. Developing the skills to thrive in life and work
3. Making Doncaster the best place to do business and create good jobs
4. Building opportunities for healthier, happier and longer lives for all
5. Creating safer, stronger, greener and cleaner communities where everyone belongs
6. Nurturing a child and family friendly borough
7. Building transport and digital connections fit for the future
8. Promoting the borough and its cultural, sporting and heritage opportunities

Within **priority 5 and 6** there are firm commitments to keep children safe and tackle the root causes of crime in communities. Whilst there is no explicit mention of our approach to tackling exploitation, it is clear that effectively doing so will contribute to these priorities and improve outcomes for children, families, and communities.

Within the **Vulnerable Adolescent's Strategy**, the partnership sets out its commitment to improving systems, interventions, and organisational culture when dealing with vulnerable adolescents in Doncaster. There are 5 priorities within that;

- Knowing our problem, knowing our response
- Strong leadership and management
- Prevention and early intervention

- Protection and support
- Disruption and prosecution

By focusing on these priorities, the system will ensure that children and young people receive the most effective care and are safeguarded from harm in a holistic, evidence-based approach that incorporates the voice and lived experience of those young people.

The principles underpinning a multi-agency response to the exploitation of children include the following:

- Child exploitation is a form of child abuse
- Child exploitation can lead to children being subjected to serious youth violence
- Exploited children should be treated as victims of abuse, not as offenders
- Children may be victims as well as perpetrators
- It is vital that language is used which adequately describes the children's experience and does not place any blame on them

This aligns exactly with Doncaster's approach to working with children and young people at risk of exploitation.

The Doncaster Safeguarding Children Partnership is the pre-eminent multi-agency arrangement in Doncaster that co-ordinates our efforts to keep children and young people safe in Doncaster. In order to do this effectively, its work is driven by a delivery plan. Within the 2021/22 financial year, the partnership have 8 priorities all aimed at key themes of the safeguarding agenda in Doncaster; these include mental health, neglect, service improvement, and the pandemic among others.

Priority 2 states that the partnership will:

Support and challenge work to deliver a more effective multi-agency response to child exploitation in Doncaster

Within that priority, the partnership agreed to the following deliverables;

- a) Agree a revised multiagency strategic response to exploitation, with a strong focus on community engagement and early intervention and an action plan to deliver it
- b) Monitor the delivery of the Exploitation and Missing Action Plan agreed within DCST
- c) Establish a task and finish group to review the delivery of the South Yorkshire Police Missing from Home and Care Protocol 2020 in Doncaster, its impact and any action needed to improve its effectiveness.

This document sets out our revision of the multiagency strategic response to exploitation based on what we know, a clear strategic approach and enablers.

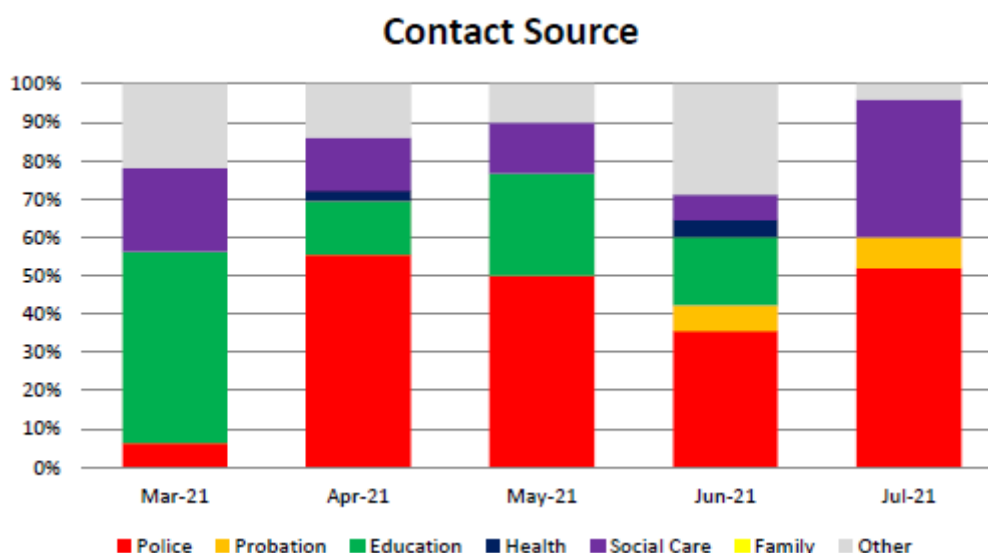
What We Know

Exploitation activity is tracked and monitored across a range of indicators throughout the borough. The Exploitation Scorecard provides aggregated social care data to produce intelligence relating to identification, locality and overall preponderance of CE throughout the borough. Utilising an intelligence led approach, the strategy will outline what we know now and what actions need to be implemented to mitigate risk and reduce exploitation.

Child Criminal Exploitation

Identification

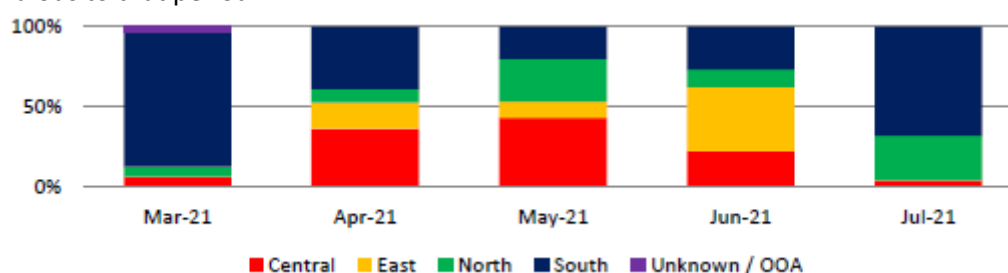
In respect of all criminal exploitation referrals the majority continue to be generated by South Yorkshire Police, with education providers as the next most frequent source followed by children's social care. Whilst this unsurprising, in order to fully understand the scope of criminal exploitation within the borough a more diverse profile of referring agencies needs to be fostered.



It is believed that a lack of understanding about the signs, language and iconography of exploitation, particularly criminal exploitation contributes to lower referral rates from youth, third sector, religious and charitable organisations.

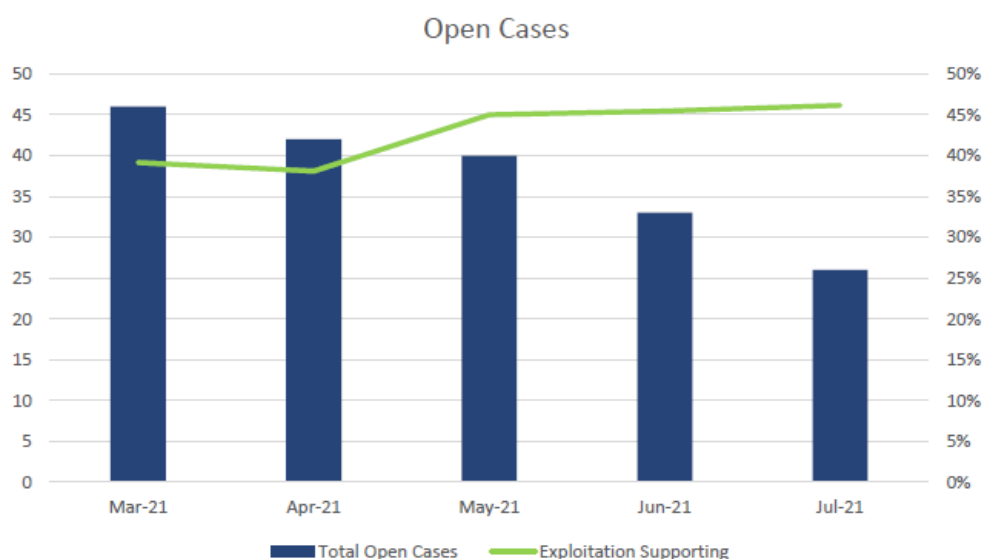
Locality Breakdown

Over the past 12 months in the South of the borough has the greatest number of CCE referrals. This includes the areas of Mexborough, Denaby and Conisbrough and aligns with the activity of a mapped Organised Crime Group who operate throughout the Dearne Valley corridor. However, between April and June 2021, the successful imposition of gang injunction orders against key nominals significantly reduced the efficacy and prevalence of OCG activity in the area. Most recent data from July 2021 indicates an increase in the South locality, although at this time it is not clear whether this is anomalous to that period.



Preponderance

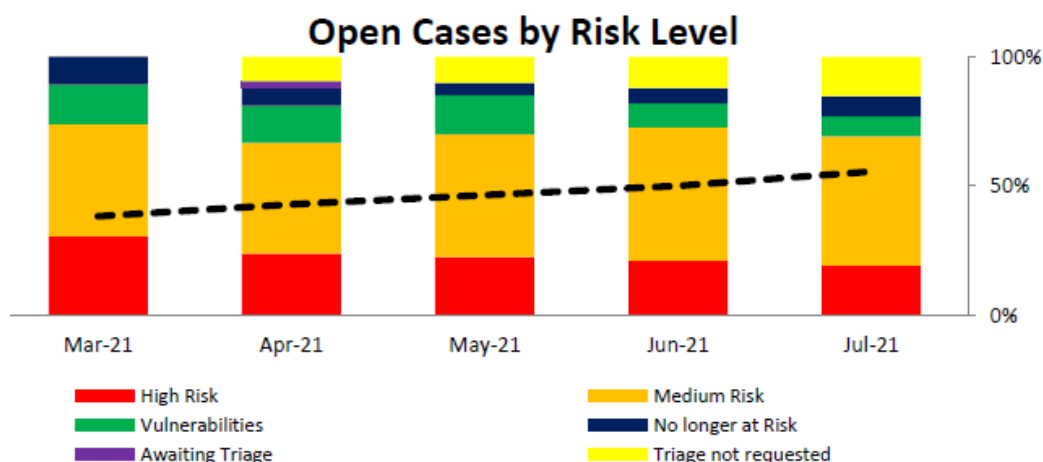
The overall preponderance of cases where CCE is a factor is diminishing. The total number of cases has reduced by 37% between July 20 and July 21. A real term reduction of 15 fewer young people. This is due in part to the enforcement activity undertaken by SYP in respect of gang injunction orders, but is also related to better earlier identification through the CE mapping meetings and the work of EPIC and the Exploitation Team. As direct preventative intervention could not be undertaken in the usual way during the first phase of the pandemic, the opportunity to intervene earlier for children at risk was limited. Better screening process through MACE triage has also led to children being identified more quickly and robustly.



Risk Profile

The profile of children's risk on open cases has remained broadly consistent in the past 6 months, with the majority of children classified as medium risk (based upon the assessment of risk utilising the Vulnerable Adolescent Tracker).

Looked After Children are at significantly higher risk of Child Criminal Exploitation than children with a legal status who continue to reside in familial settings. The profile of Looked after Children experiencing or at risk of exploitation are generally aged between 16 and 17 years old and living in semi supported accommodation. A small number of children also entered care as a direct result of exploitation they had experienced.

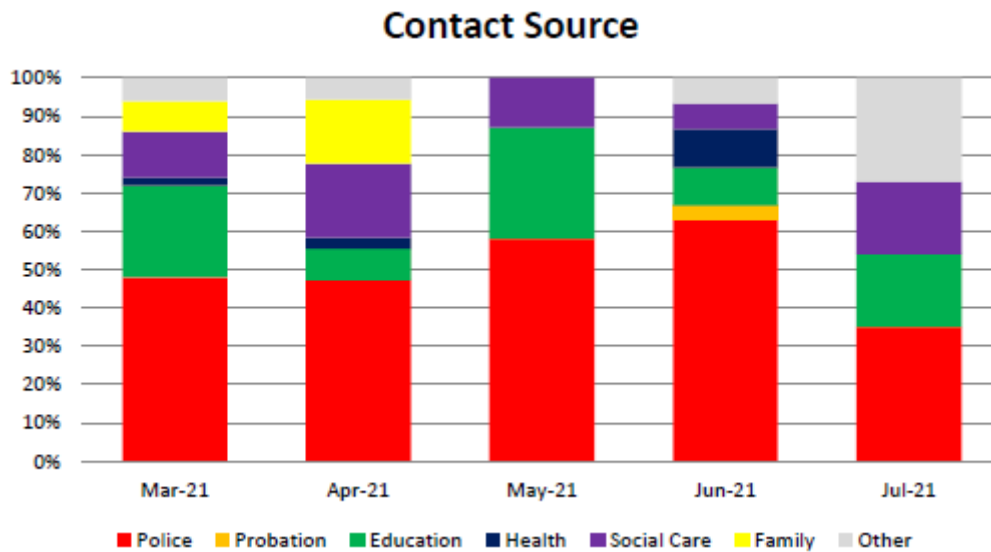


Child Sexual Exploitation

Identification

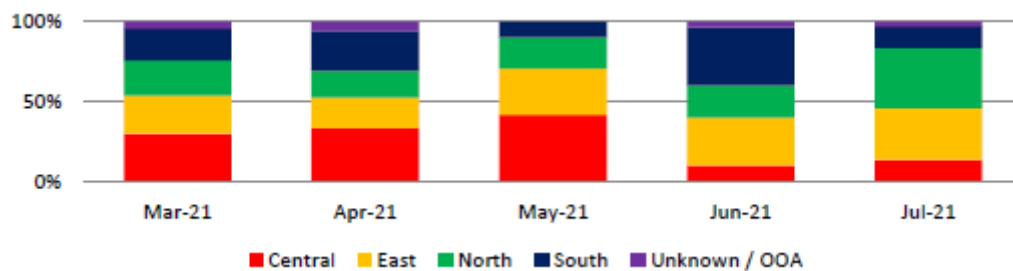
In parallel to the findings within criminal exploitation data, sexual exploitation referrals are too often coming from a core set of public sector institutions. Whilst it is positive that those institutions are identifying risk factors associated with sexual exploitation, the over reliance on these organisations suggests two issues; the first is that we may not fully understand the reality of situation with such a limited sources of referrals, and the second is that other organisations, particularly third sector

organisations, do not have the knowledge and skills to effectively identify risk factors and make referrals accordingly.



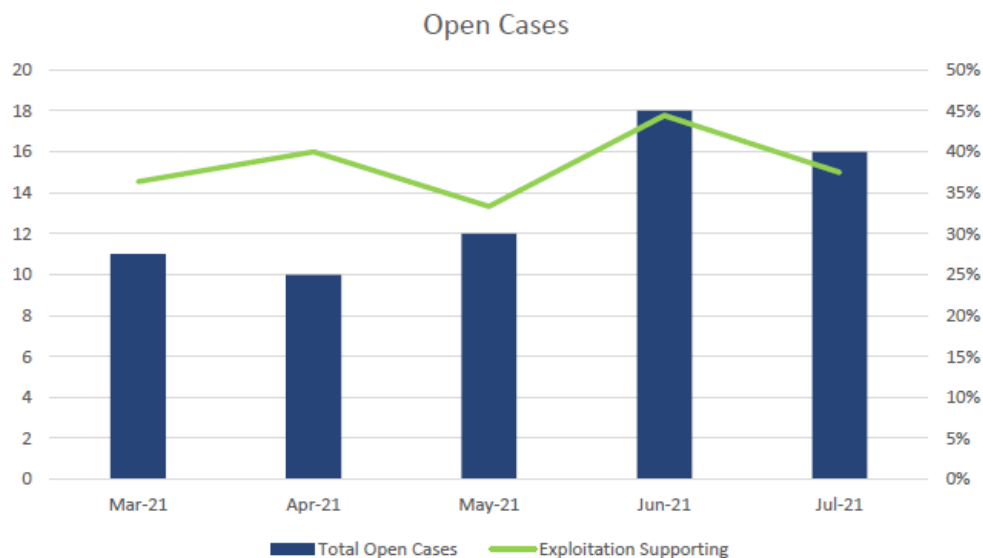
Locality Breakdown

When compared to the criminal exploitation data, the picture for Child Exploitation, in terms of location, is one of a more unified number of referrals across the locality areas, however, the East locality does have a marginally higher number of referrals consistently in respect to CSE than the other areas.



Preponderance

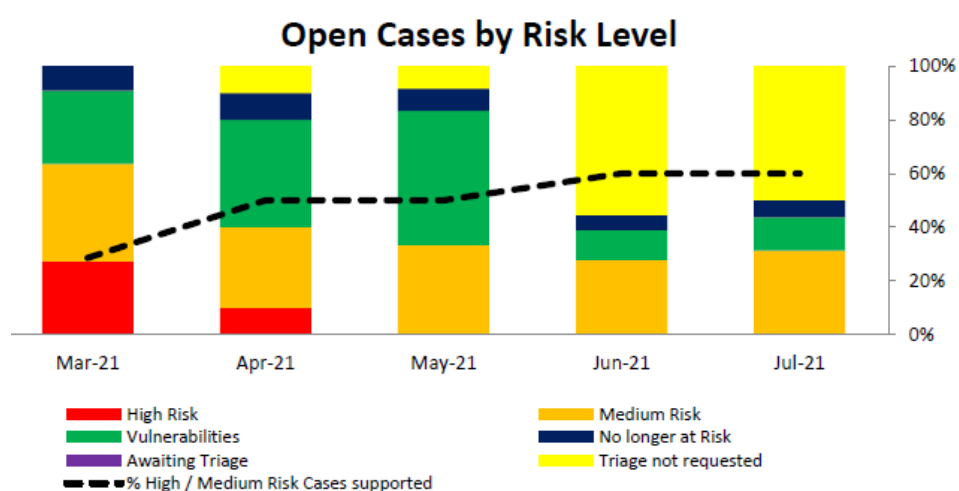
Conversely to criminal exploitation, the number young people with a risk or concern relating to CSE has increased in the same period from 11 young people in March 2021 to 16 young people in July



2021. A percentage increase of 45%. However, it is noteworthy that the actual number of children who became open to MACE was only 3. Indicating that although there was an increase in the assessed risk, concerns and vulnerabilities of young people at risk of sexual exploitation, the actual number of young people with substantial evidence of having experienced sexual exploitation remains low.

Risk Profile

Although there has been an overall increase in children where sexual exploitation is determined as a factor, this mainly relates to vulnerabilities, rather than defined episodes of sexual exploitation. In fact the overall risk level of open cases has reduced substantially over the past 6 months. This includes cases where the concerns are sufficiently low that triage at MACE was not requested. Frequently these episodes are addressed by way of direct intervention on internet safety and healthy relationships, which are sufficient to mitigate risk.



Missing

In terms of missing episodes, there has been a notable increase when compared to quarter 1 in 2020 but this should be caveated with the fact that quarter 1 of 2020 was the height of the initial lockdowns in the pandemic response. Even accounting for this, there is an identifiable increasing trend in the number of missing episodes in Doncaster.

There has been an increase in the numbers of missing episodes for Looked After children and the number of multiple missing episodes and the group whom are most likely to refuse the offer of a Return Home Interview. Timeliness in terms of the number of return home interviews is good given the increase in number of interviews required, and the current staffing complement. Sufficient staffing resources are not available to try and engage this often difficult to reach group in more innovative and meaningful ways. However, we continue in our endeavours to encourage take up of the offer by liaising with staff at accommodation providers, making arrangements to suit the needs of young people such as offering to visit them at their Education setting at the beginning or end of the day and by being as responsive as possible so that we can try and speak to these young people about their missing episodes.

Quarter 1 2021/2022

Summary	Apr-20	May-20	Jun-20	2020 Q1 Total	Apr-21	May-21	Jun-21	2021 Q1 Total	Increase/Decrease +/-	Increase/Decrease +/-
Number of missing episodes	61	84	62	207	140	169	131	440	+233	+113%
Number of Missing Children	41	39	42	122	80	81	93	254	+132	+108%
Number of Return Interviews Required	40	51	53	144	99	115	110	324	+180	+125%
Number of Return Interviews Offered	40	51	53	144	91	108	105	304	+160	+111%
Number of Return Interviews Taken Place	17	24	26	67	45	54	53	152	+85	+127%
% of Return Interviews Carried Out	43%	47%	49%		45%	47%	49%			

Strategic Approach

The approach to tackling all forms of Child Exploitation has been broken down into 4 elements; Education, Prevention, Intervention, and Enforcement. Each element has an overview, clear commitments and outlines the outcomes we expect.

Education

Overview:

To support the drive towards a prevention focus, the system as a whole must be built upon education. Education of our young people, education of our residents and communities, and education of trusted adults and professionals across the system. Our borough should be able to identify the signs of exploitation and be clear about who they can contact for support.

Commitments:

The main commitments within the education theme are as follows:

Continue to deliver and expand the workforce development offer available to professionals across the borough

This will improve outcomes for children, young people, and families by ensuring that all staff, regardless of their specialism and profession, are able to identify risks earlier, communicate it effectively with a shared language, and ensure that support is provided as early as possible. This will, primarily be delivered through joint workforce development arrangements that are already in place. However, in order to maximise the impact of this commitment, it will require careful monitoring and review to ensure that a broad cross-section of staff are engaging with exploitation specific training and that said training is evidence-based and incorporates the most up-to-date approaches.

Work with residents, communities, businesses and the voluntary sector to raise awareness of the signs of exploitation

Professionals are only half of the equation when it comes to adults that children and young people engage with. Therefore, to maximise the chance of exploitation being spotted early, it is vitally important that less traditional audiences are equipped with the knowledge needed to do so. This would mean making information available and accessible for these cohorts but also coming up with joint approaches to raising awareness such as campaigns and creating educational materials.

Furthermore, once these cohorts are able to identify the signs of exploitation, there need to be clear and simple steps that can be taken to share these concerns with the right people. This will most commonly be the Multi-Agency Safeguarding Hub but this messaging needs to be agreed and made clear so that, should anyone have concerns they know what to do with them.

Outcomes:

If our approach to education is effective, we would expect to see the following outcomes;

- Children, young people, and any trusted adults within their lives (parents, teachers, community leaders, service providers etc.) are aware of and can recognise grooming behaviours, understand consent, and are able to effectively reach out for support through both formal and informal routes.
- Staff working with children and young people are able to identify the signs of exploitation, such as behaviour changes, and act swiftly.
- There are clear and accessible training programmes available to all staff and community leaders in the borough that are regularly refreshed to ensure staff are aware of arenas in which exploitation take place, be they virtual or in communities
- There are regular, informative engagement campaigns aimed at parents, and residents more widely, to widen awareness of the warning signs of exploitation and who can be contacted for support

Prevention

Overview:

Prevention, in this context, means working in a targeted way with children, young people, families, and communities who are known to be at risk of exploitation to reduce risk and vulnerability and minimise the number of young people who end up being exploited.

Commitments:

Prevention is a cornerstone of our work in Doncaster and there is a lot of work going on in this area. However, there are areas that we, as a partnership, can strengthen to cover any potential gaps in the offer.

Implementing PREVENT in Doncaster:

The PREVENT strategy is a national programme that Doncaster is tasked with implementing at a local level. As set out before, this approach is an early intervention and prevention approach to people at risk of radicalisation. Research has shown that indicators of vulnerability towards radicalisation may include a range of personal and external factors:

- **Identity** – that the individual feels ‘distance’ from their cultural and religious heritage and radicalisation occurs as people search for identity, meaning and a sense of community.
- **Personal Crisis** – individuals often feel tension within the family, experience a sense of isolation or have a low self-esteem. They disassociate from existing friendship groups and are therefore susceptible to becoming involved with new, possibly extremist groups.
- **Personal Circumstances** – local community tensions and events affecting their country or region of origin. They feel alienation from UK values and may feel a sense of grievance, potentially triggered by personal experiences of racism or discrimination or aspects of Government policy.
- **Criminality** – experiences of imprisonment and poor reintegration into society. Individuals may have previous involvement with criminal groups which they find difficult to disassociate from.

Whilst individuals who display these indicators might be vulnerable to radicalisation, such display does not automatically imply that they will follow this route. Other indicators, taken in isolation, or in conjunction with those set out above, can further help to clarify risk.

These are:

- being in contact with extremist groups
- openly supporting violent extremist causes or leaders of extremist groups
- accessing websites with a violent extremist nature
- possessing violent extremist literature
- justifying the use of violence to resolve societal issues and using extremist narratives
- joining extremist organisations

Doncaster is well-engaged with the process and has a suite of training available to staff across the partnership. The key, moving forward, will be to ensure that this training continues and that staff identify the signs of radicalisation as effectively as possible.

Targeted Youth Work:

Targeted youth provision delivered in communities where there is an increased risk of exploitation is a key preventative element of this strategy. Intelligence led deployment of these services will be coordinated and agreed through the Safer Stronger Doncaster Partnership. High frequency contacts

in community settings focused on sports and positive activities create the opportunity for diversion, increased community cohesion and can be used to support police disruption activity.

These targeted interventions will be undertaken in three stages. Firstly, the youth crime prevention service EPIC will work directly in community settings where children are at high risk and potentially disengaged from universal youth provision. EPIC staff utilise a relationship based, trauma informed practice model to engage children who may be resistant to engagement. These interventions will formulate the first phase of community prevention activity. After six months of targeted intervention, EPIC will deploy in another high-risk area and DMBC youth services will continue delivery in that community to ensure that areas do not regress, progress is maintained, and children remain engaged. In the subsequent months, DMBC Youth services will work alongside voluntary, faith and community groups, to deliver sustainable community provision based on externally sourced funding. Once local universal provision is in place, the oversight of community activities will transfer to the relevant locality solutions group.

This targeted and tiered approach to community intervention ensures sustainability and flexibility, allowing our resources to reach the maximum number of young people and communities.

Approach to Missing:

Philomena Protocol

South Yorkshire Police in conjunction with all four local authorities have agreed to use the Philomena Protocol. This protocol requires a “multiagency trigger plan/find me plan” to be completed by the provider for any child who has or it is believed will be subject to multiple missing episodes, or where there is thought to be a risk of them going missing and coming to harm. The purpose of this plan is to direct initial enquiries when a child goes missing. It will include information such as key people in the child’s life; any known contact numbers, social media profiles and addresses of interest; recent missing episodes, where they were found and with whom; and vulnerabilities and risks, including any sanitised police intelligence that can be shared, and any ongoing criminal investigations. The police share the plan with the host authority police force when a child is placed out of area to allow an appropriate response to any missing episodes in the host area. The Philomena protocol also encapsulates the concept of ‘right placement, right child’ in order to reduce the likelihood of missing episodes.

Local authorities shall have responsibility for recording details of the young person’s history and specific circumstances of missing reports. This information should be readily accessible and available to assist police and others to find a missing child. This information will also be shared with host authorities when a child is placed out of area.

While initial roll out of Philomena started in Rotherham local authority area, this has now extended to all four areas. Whilst still in its infancy, initial audit shows that the use of the Philomena protocols are increasing. Doncaster partnership has created a task and finish group to oversee the implementation of the Missing from Care and Home protocol, and this will incorporate an assessment of the effectiveness of Philomena. Moving forward there is a need to ensure that all providers within Doncaster adopt policies for implementing Philomena protocols for the children and young people in their care.

Missing Return Interviews

The other side of the missing arrangements is the Missing Return Interviews. The responsibility for delivering these sit with Doncaster Children’s Services Trust and they are a vital tool for ensuring that we can keep children and young people safe and developing an understanding of the borough and potential areas of concern. Currently, there is one member of staff handling this process in the Trust; this can mean upwards of 400 interviews a quarter and similarly sized authorities often have 2 to 4

members of staff handling this important function. Therefore, the activity moving forward will need to focus on increasing capacity in this area.

One element will be the utilisation of staff within the Participation & Engagement Service in the Council to support with delivering some of the lower level interviews. The other is to invest in an additional member of staff on a temporary basis to assess the impact the extra capacity can have on the process and the benefits that the partnership are able to get from it.

Utilising Local Solutions as a Preventative Approach

Within Team Doncaster, a notable amount of work has gone into integrating teams and ensuring that services are accessible in communities. This approach, known as the Local Solutions Operating Model, brings staff together from a variety of specialisms aimed at children, families, and adults in communities to support need and vulnerability at the earliest opportunity. These staff have valuable insight into the communities they serve and are able to share knowledge, advice, and expertise to support the work of colleagues or to directly support families and residents.

By bringing our approach to tackling exploitation into this arena, we will be able to share the data and intelligence that we get from performance monitoring and Missing Return Interviews, equipping staff from across the partnership with the knowledge to identify and address current trends. Furthermore, this approach is strengthened by the fact that it incorporates key elements of contextual safeguarding with place-based issues and concerns addressed alongside offering support to families.

Plans are currently in place for this model to be rolled out across the borough in 2022. As this is delivered, steps should be taken to integrate our preventative approaches to tackling exploitation into the Local Solutions Operating Model with all current data and intelligence repackaged to make it meaningful for those staff.

Outcomes:

If our approach to prevention is successful, we would expect to see the following outcomes;

- Risks to children and young people are considered in the widest possible context
- The system works with the understanding that exploitation rarely occurs in isolation
- Information and intelligence is shared seamlessly across the partnership and, where appropriate, across the regional footprint
- All children and young people open to the exploitation team have experienced some form of targeted early intervention or early help support
- Provision of early intervention and prevention services is informed and led by robust data and intelligence

Intervention

Overview:

Once a child or young person has been exploited, the whole system must work holistically to keep them safe and to meet their needs in a trauma-informed way. MACE meetings identify victims and/or offenders in relation to child exploitation, offering added value solutions to the victim's care plans and clearly identifying disruption opportunities and the criminal justice responses. They are not care planning meetings and will not scrutinise individual Care Plans, the panels will instead consider activities that can be undertaken in addition to the victim's care plan to further enhance and safeguard them. The MACE panels will scrutinise the tasks and actions for each individual discussed and review the progress and effectiveness of allocated actions, holding to account the individuals and agencies responsible for completing such tasks.

The meeting will also facilitate the following: -

- Partners understand their role in the protection of children, the disruption of location activity and the prosecution and pursuing of perpetrators.

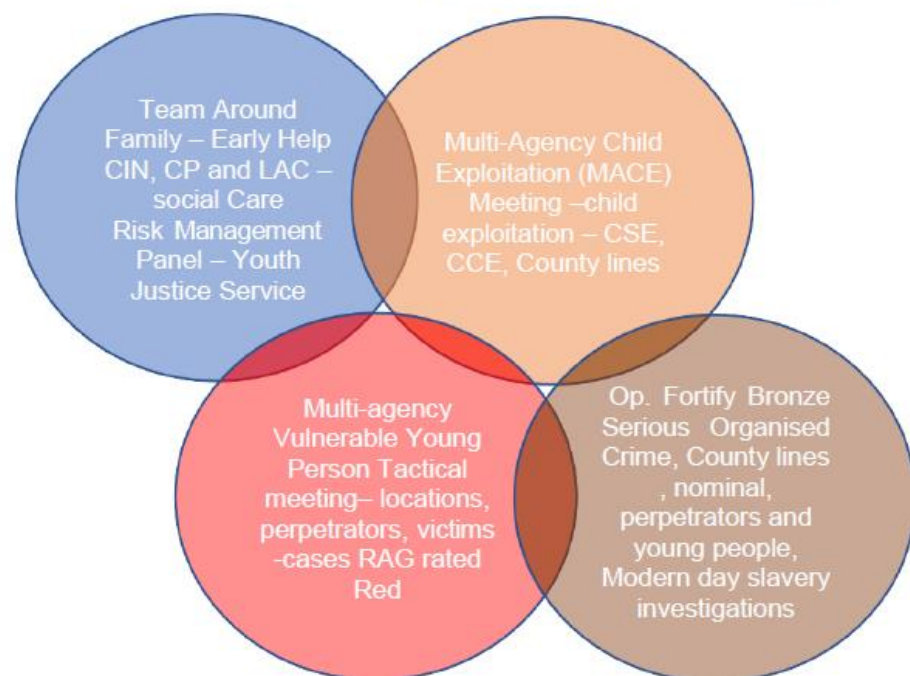
- Partner agencies bring their own agency knowledge/legislation and guidance to utilise when identifying actions.
- Partner agencies contribute to all meetings, meaning the discussions are not wholly led by Police/social work services.
- Partners all contribute to the completion of the child exploitation vulnerability tracker.
- Ensure that robust plans are in place to manage and work to mitigate the level of risk
- Ensure consistency for decision making regarding the level of risk and resources are allocated in the most proportionate way
- Ensure that Health, Police and Children and Families Service have the right risk status allocated and that this is consistent across the partnership.
- Understand the level of risk posed to individual children and young people, what level of threat the risks present to the child's well-being and how well these can be managed so the level of risk is reduced and safely managed

Examples of MACE actions include;

- To ensure the completion of referrals to the NRM
- To consider the legislation available by environmental health/licencing for example and how this allows for entry into takeaway establishments.
- To explore the ascertaining of additional orders e.g. sexual risk orders
- To action Child Abduction Notices (CANs) being issued
- To consider children who transition into adulthood and the additional support they require post 18.
- To explore the additional professional presence required within identified hotspot locations
- Identify appropriate and relevant additional support from partner agencies.

It is important that prior to any case being referred to MACE that the Child Exploitation Screening Tool is completed.

How MACE links into other Safeguarding and multi-agency child exploitation meetings



Commitments:

Interventions are key to keeping children and young people safe. As set out above, the MACE arrangements are central to this. However, they are relatively new in Doncaster so the main focus in the future will be around ensuring that staff know how to engage with the MACE and that the

arrangements are constantly monitored so they can be developed and improved as and when required. This commitment to constant improvement incorporates the development of new pathways to support families. In Doncaster, it is crucial that the partnership agrees a regional Child Exploitation relocation pathway (similar to Domestic Abuse relocation pathway) so families in social housing who are fleeing exploitation and violence can easily move around the region.

Currently, this activity is entirely funded by either the Trust or St Leger and neither organisation are resourced to undertake this activity. This is unsustainable and as such, it is a priority that this relocation pathway is set up at a sub-regional level.

Outcomes:

If our approach to intervention is successful, we would expect to see the following outcomes;

- Staff across the partnership are aware of the arrangements in place for referring and managing exploitation cases
- Multi-agency arrangements for identifying and then supporting children and young people either being or at risk of being exploited are robust and intelligence-led
- MACE arrangements are thoroughly embedded in the partnership and all relevant staff and teams are aware of those arrangements
- All interventions are evidence-based

Enforcement

Overview:

South Yorkshire Police along with its partners are committed to protecting children and young people from harm and prosecuting those who exploit them. In order to achieve this, we need to take proactive steps to intervene and take positive action against those that seek to exploit and abuse children.

Disruption activity is linked to the prevent, protect and pursue strands and involves agencies working together to target known suspects and emerging hotspots, with the common objective of gathering information and intelligence and taking proactive steps to disrupt and prosecute suspects.

Commitments:

Enforcement as a theme is very dynamic and dependent on situations and circumstances. However, the partnership can commit to maximising the efficacy of the following areas of work:

Information Sharing and Multi agency working:

In order to effectively identify, disrupt and/or prosecute those responsible for exploitation, the support of all partners and the public in gathering and recording information/evidence is vital. All those involved in working with a child who is suspected to be at risk of exploitation should gather, record and share relevant information in line with their agency practice and local children safeguarding procedures. Parents and carers should also be encouraged and supported to do so, ensuring that information is recorded appropriately.

Whenever individuals or locations are identified, a disruption plan which details actions, owners and timescales is considered. It should be shared with the agencies involved. It requires us all to work collectively to create safe spaces for our children and young people today.

Intelligence and evidence:

Positive action should always be taken when intelligence is received about locations/Hotspots, offenders and victims. Where there are reasonable grounds to suspect an offence has taken place (with or without a victim disclosure), the arrest of the suspect should always be considered and S.18 PACE house search conducted. Where there is intelligence only, police and partners still have to duty to investigate, safeguard and prevent crime.

Tactics:

There are a number of policing powers, orders and disruption tactics which are used to effectively tackle suspected CE and to hold perpetrators to account for their behaviour. Each case should be considered on a case-by-case basis as part of the risk management plan. These include Slavery and Trafficking risk and prevention orders, sexual risk and harm prevention orders, closure orders and gang injunctions. Police protection powers and emergency protection orders are a good way to ensure immediate safeguarding.

Details of hotspots are regularly circulated to response staff, schools officers and PCSOs. This ensures that staff are aware, can obtain intelligence and intervene when appropriate. This information is shared with partners and dedicated patrols are focused in particular hotspot areas enables the early identification of risk and ensures that an accurate picture is build and safeguarding is addressed at the earliest opportunity.

Working together in proactive outreach work is imperative to ensure the right support of victims is provided at the earliest opportunity and allows professionals to identify and manage risk.

Accurate recording of the use and outcome of the above tactics will allow us to determine how effective multi-agency disruption of this type of offending has been.

Outcomes:

If our enforcement activity is effective, we would expect to see the following outcomes;

- Children and young people either being, or at risk of being, exploited are assured that staff from across the partnership are working together to safeguard them
- A full range of legal disruption tactics are regularly used by partners to target perpetrators
- Information is shared effectively across the partnership to assist with prosecutions and other targeted actions against perpetrators

Strategic Enablers

Underneath those 4 strands, there are a series of key enablers that ensure efficacy across the system and across the partnership.

Workforce Development

Our workforce is the most important part of our system and making sure that staff from across the partnership have access to the same training and development opportunities and develop a shared understanding of exploitation. Team Doncaster already have a joint approach to training across all strands of early help and safeguarding practice so it is important that this continues with an added commitment that the offer is regularly reviewed to incorporate exploitation focused training as well as practice approaches that support staff deliver prevention and intervention services. This incorporates things like specific awareness training and trauma informed practice training. It should be noted this is a core element of the Education theme of the strategy.

Quality & Performance

Within the day-to-day management of the exploitation team in Doncaster Children's Services Trust, a robust performance scorecard is maintained and reviewed. It captures various datasets that allow the team to understand demand, understand where cases are coming from in terms of Doncaster's geography and in terms of referring organisation, and assess the quality of case management. It is, alongside similar scorecards like the one used by the Safer Stronger Doncaster Partnership, a very important tool in terms of ensuring our response to exploitation is effective.

The key, in terms of developing and improving our arrangements, is to continuously build on these arrangements by both incorporating qualitative and quantitative data from other sources in the partnership and to ensure that the intelligence is clearly reported alongside the data. Furthermore, arrangements for monitoring and reporting on the quality and performance of the other elements of the strategy, such as the preventative services and the efforts to improve education and awareness in the borough.

There is a clear commitment to regular full-scale audits of exploitation cases moving forward so that we can consistently assess and improve practice and approaches accordingly. Child Exploitation now features on the Doncaster Safeguarding Children Partnership multi-agency audit programme 2021-22. A recent audit has been undertaken and the findings will be used to inform the work of the Child Exploitation sub group to and to continuously improve services for children and young people at risk of exploitation. All learning will be incorporated into the work set out in this document.

Commissioning

Team Doncaster regularly commission services and providers to support our response to exploitation in the borough. Moving forward, we will embed a series of commitments into our commissioning process. These commitments include;

- Use all information, data, and intelligence from the MACE arrangements to inform commissioning decisions
- Ensure that all commissioned services and providers adopt and utilise the Philomena protocols
- Work towards a local quality assurance charter developed by children and young people
- Ensure that all commissioned services use trauma-informed practice or other evidence-based practice
- Include a clear commitment to asset based community development and local delivery in commissioning arrangements
- Continue our commitment to ensuring value for money and sustainability in services

Communication

In terms of our approach to communication, both internally and externally, there is a lot that can be done to maximise our impact as a collective. The first is making more effective use of regional and national awareness campaigns. If all Team Doncaster Partners adopt a shared approach to promoting and engaging with those initiatives they will have more impact with professionals and residents. Related to this, being consistent with our messaging to residents and engagement with organisations and businesses in the community will improve our ability to identify signs of vulnerability and exploitation earlier. This would be a notable contributing factor to shifting our focus

Sub-Regional Landscape

Given the nature of child exploitation, Team Doncaster regularly works with partners at a sub-regional level; this means organisations across South Yorkshire. There are various arrangements in place that support this work:

- **Chief Officers Group**

The South Yorkshire Strategic Safeguarding Partnership is a Chief Officers group that has been established sub regionally led by SYP. The group is still in its relatively infancy having met twice. The group's purpose is to oversee safeguarding issues that occur in the sub region and affect more than one of the four local authorities. At the most recent meeting a substantial presentation on the sub regional CCE challenges and good practice example's was tabled, highlighting opportunities for sun regional collaboration and intelligence sharing

- **Quarterly Management Meetings**

The South Yorkshire, Child exploitation partnership is a quarterly sub regional meeting of operational managers and leaders involved in the delivery of activity to prevent child exploitation. The group was created following the successful implementation of the sub regional EPIC CE pilot, funded by the Home Office Serious Youth Violence fund. The group shares intelligence, but is mainly focussed on innovation in the sector, sharing good practice and opportunities to collaborate on funding bids, which creates opportunity to enhance and develop services which respond to issues of exploitation.

- **Bi-Monthly Exploitation Meetings**

This meeting brings staff together to discuss child exploitation and county lines work across the county. The meeting, led by the police, discusses methodology, threats, risks, trends, intelligence as well as funding opportunities, best practice, media releases, and other similar topics.

Furthermore, there are integrated approaches to working cases across partnership boundaries. These include;

- **South Yorkshire Sub-Regional Charter**

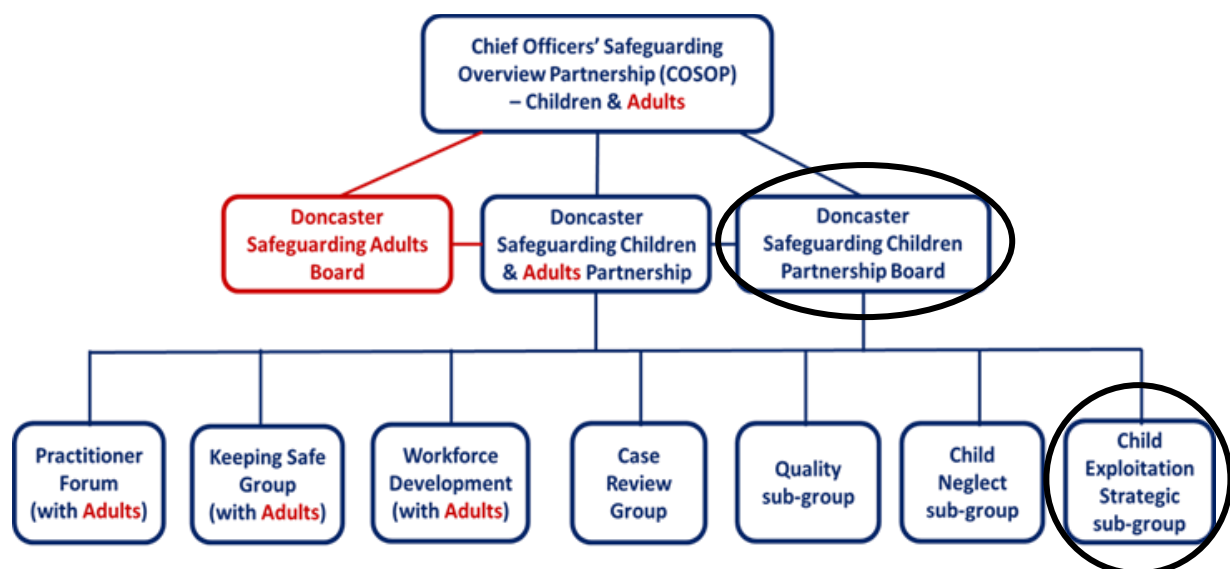
The South Yorkshire Sub Regional Charter is a set of general actions and aims which act as a foundation for a wide range of people to work together to tackle Child Criminal Exploitation across Barnsley, Doncaster and Rotherham.

There is a clear commitment within Doncaster to continue proactively engage in these sub-regional arrangements to find appropriate solutions to issues in the wider area and continue to share information, themes, and trends with these key partners.

This is further evident in our commitment to the South Yorkshire Child Abuse and Exploitation Strategy that is led by the Police and has clear and distinguishable overlap with our approach. Not only does it mirror the 4 strand approach, albeit through the utilisation of Prepare, Protect, Prevent, and Pursue, the protocol behind the strategy sets out the following principles;

Governance

There are two layers of governance that will oversee the strategic and operational implementation of the Child Exploitation Strategy. From an operational standpoint, the MACE arrangements will deliver the oversight required to deliver against the strategy. From a strategic point of view, the strategy will sit cleanly within the Doncaster Safeguarding Children's Partnership Board and wider governance arrangements, specifically within the Child Exploitation Strategic Sub-Group.



Implementation Plan

This strategy will be accompanied by a thorough implementation plan that will cover actions across the four themes. This will be managed and overseen within the governance arrangements outlined above and will incorporate actions set out in this strategy and the actions set out below;

<p>Education</p> <ul style="list-style-type: none"> • All Team Doncaster and associated organisations to undertake CE awareness training by December 2022 • All newly qualified staff (social workers, family support workers, YOS and EPIC officers) to undertake the Virtual reality CE training programme “ Change Your Game” • Ensure that all semi-supported accommodation providers receive access to the CE training • Create a multi-agency communication and engagement plan targeted at residents, communities, businesses, and the voluntary sector • Ensure the development of multi-agency workforce development plans incorporates CE specific training • Monitor and ensure attendance at CE specific training 	<p>Prevention</p> <ul style="list-style-type: none"> • EPIC resources to be deployed on an intelligence led basis to areas where exploitation is highest. • CCE mapping meetings to be used to triangulate performance information against soft intelligence. • Ensure CE mapping is undertaken at ward level where referrals are identified and information is shared with all partners, including individual schools • Create contingency plan for preventative activity in the event of future lockdowns/restrictions on youth work activity • Increase RHI officer capacity by at least 1 FTE to enable better engagement with young people who frequently go missing • Link RHI intelligence, including quarterly report, into locality Solutions groups to ensure that proactive local intelligence supports a reduction in missing episodes • Analyse the amount and quality of intelligence provided by semi-support providers to SYP over a 12 month period • Analyse CSE cases where triage at MACE was not requested and ensure that these did not constitute re-referrals at a later time • Ensure all appropriate staff have engaged in PREVENT Training • Develop a framework for delivering targeted youth work in communities aligned to the EPIC offer • Ensure the rollout of the Philomena Protocol reaches all providers in Doncaster • Link relevant data and intelligence into the upcoming Local Solutions Model • Ensure all commissioned services adopt the Philomena protocols
<p>Intervention</p> <ul style="list-style-type: none"> • Undertake a review of re-referrals over a 12 month period to better understand efficacy of intervention overtime • Ensure regular reviews of the MACE arrangements to maximise efficacy • Create a regional child exploitation relocation pathway 	<p>Enforcement</p> <ul style="list-style-type: none"> • Gang injunction orders to be sought where the profile of the OCG warrants such a response. • Improve data and intelligence sharing between agencies to support enforcement action