



Annual Report 2020-2021
Child Exploitation and Missing Children
Service
Warwickshire County Council

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Date: April 2021



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1. Introduction

This report provides an overview of our approach to Child Exploitation (CE) & Missing Children, delivered within the Children & Families Service Group of the People Directorate, and details how we have responded to these issues over the last 12 months.

The year has seen an increasing number of children and young people identified in need of our services and has presented considerable challenges to us to ensure our response is effective.

Exploitation of children is continuing to evolve significantly, both in scale and complexity, and we are working hard to ensure our understanding of it becomes comprehensive through learning, knowledge, and information sharing. Criminal exploitation, County Lines, Sexual Exploitation and Trafficking are harms we are responding to in Warwickshire and there is growing evidence of it harming our children and manifesting in neighbourhoods, communities, and online platforms, principally informed by peer relationships, and involving young people perpetrating as well as experiencing harm as a consequence of exploitation.

The profile we are now identifying regarding criminal exploitation involves more organised networks and elements of youth violence and use of weapons between rival groups. This is constantly requiring us to think differently about how we build capability and a multi-disciplinary response that is best suited to the challenges. There is a growing national drive to focus on complex and contextual safeguarding approaches to adapt to these threats to children in our communities and we are evolving the systems we use and how we most effectively mobilise our collective efforts to target and disrupt exploitation of children and young people.

Additionally, Covid-19 created a unique situation through the year requiring us to anticipate risks and respond dynamically as they emerged. The impact brought challenges both to a change in our ways of working with young people and presentation of the exploitation and missing profile. Exploitation became more localised with less travel and more 'hidden' online, and more missing was reported as some of our young people found it difficult to maintain the restrictions. Through early coordination, we were able to respond well to these challenges and maintain effective service provision for our young people, keeping them in sight by using technology to stay connected. We used creative ways of continuing to deliver support via virtual tools, and quickly identifying adapted perpetrator methods. We were asked to present the approach we initiated at a national webinar event to maximise learning, and assist other areas adapting to the threats to initiate effective working practices.

2. Service Provision

The WCC CE & Missing Service provides voluntary direct support to children and young people targeted for the purposes of exploitation to help divert and recover them from the effects, and responds to those going missing from home and care by giving an opportunity to discuss the event with an independent practitioner through a Return Home Interview (RHI). These interviews are designed to identify reasons for going missing and address underlying concerns by initiating action to reduce the likelihood of further occurrences. The service also supports young people transitioning into adulthood up to the age of 25 where exploitation continues to be a concern, with a dedicated Transition worker assessing need and ensuring the ongoing provision of support in conjunction with adult services, and acts as a source of advice and support to multi-disciplinary teams and partner agencies.

The team has a strong commitment to Prevent and Protect our children and young people from the harm caused and is solution focused to improve outcomes for them. Practitioners take a trauma sensitive, persevering, and restorative approach to practice, seeking to engage young people in a range of activities concentrated on raising awareness and reducing risks. This method of approach is making a positive difference as highlighted in Section 5 of this report. There are examples of good engagement secured and significant information disclosed by young people about their experiences to enable action allied to need.

Additional resources were added to the team during 2020-21 to enhance capacity against the increasing threats and to strengthen capability, and further efficiency has been achieved. Funding was identified to establish a new CE Nurse role to identify and address health and well-being needs of exploited children and young people and to improve identification, reporting and sharing of information about exploitation across NHS and other health services. An advanced practitioner role is now directly supporting and assisting with developing the Missing service to drive consistent performance improvement, and two additional social workers are enabling the team to directly support more exploited children and young people.

The team is now aligned within the management structure of the Youth Justice Service with the Domestic Abuse Team allowing stronger links in terms of ensuring best outcomes for children and young people. There is significant overlap between exploitation, relationship abuse and young people offending because of being exploited and this has brought benefit with improved understanding and closer working between disciplines.

The team is co-located with partners from Warwickshire Police and a commissioned Barnardo's service, working together with a common aim to understand the prevalence of CE and Missing Children in Warwickshire, share information, and agree strategies to intervene and protect victims as well as disrupting and prosecuting perpetrators. The Police dedicated Exploitation Team widened their responsibilities during the year to form a new Child Abuse, Trafficking & Exploitation team (CATE) and the impact of this restructure has been kept under review within the Leadership Group established to oversee operation of the multi-agency service with an aim to ensuring our combined approach remains strong. The service reports to a Chief Officer Board, established jointly with MASH in December 2019 to provide additional governance arrangements, to which we provide updates on our progress and service performance.

3. Key Activity and Achievements

During 2020/21 we made significant progress towards better identification, protection and support for children and young people exposed to exploitation, and with our practice arrangements. These include:

- Continued to develop our understanding and knowledge of child exploitation, including effective strategies to address the harms. As active members of the Warwickshire Exploitation Sub-Group we have influenced shaping of the new 2020-23 Strategy.
- Secured increased intelligence from mapping conducted by our practitioners, leading to several serious and complex crime operations and investigations being initiated in response to the identified threats to safeguard affected children.
- Strengthened our cross border working arrangements with Coventry missing children and exploitation services in recognition of the significant profile between our areas

- Conducted ongoing work aimed at developing our support arrangements to parents and carers, engaging mentor support from the National Working Group, benchmarking practice, and collaborating with the Children & Families Parent provision to share expertise.
- Led the implementation of the Philomena Protocol into Warwickshire in March 2021, an initiative to help locate and safely return children and young people in care as quickly as possible when they are missing and to share vital information to prevent ongoing reoccurrences.
- With partners, expanded the Warwickshire ‘Something’s Not Right’ campaign from CSE to across all forms of exploitation, supporting the development of a new website, materials, and ambitious communications plan to expand the reach of the campaign and modernise methods of raising awareness.
- Launched the new campaign in Child Exploitation Awareness Week, an initiative led by the team and held in Warwickshire between 15th and 21st March 2021, during which we conducted a range of activities about exploitation and knife crime, held webinars and a Facebook live event with partners regarding associated harms such as mental health and substance abuse in selected schools and to engage and support parents, conducted targeted awareness raising and outreach in localities of concern, and focused on online exploitation featuring a guide for professionals developed with two exploited young people supported by the team around exploitation on social media.

Exploitation is a complex and largely hidden crime where victims are often too traumatised to report their exploitation, or do not self-identify as victims. Our success is built upon a model of proactive identification and outreach and the year has seen increasing numbers of children identified as suffering or at risk of exploitation.

	2019/20	2020/21	Direction
Number of completed CE Assessment Tools	181	266	Up 47%

Fig 1

Referrals to the team are made via the CE Assessment Tool when exploitation is identified as a safeguarding concern. Fig 1 shows the increasing number of young people identified as at risk of or suffering exploitation, either via new referral or within cases open to Children & Families team. These were subsequently sent to the team for consideration and direction of action required.

43% of all CE Assessments conducted during the year identified Vulnerability to CE as the outcome. This is by far the most significant cohort and has led to the CE & Missing Team conducting focused work with colleagues in Early Help to review and strengthen our early intervention capability. This remains an ongoing priority for the forthcoming year as we enhance awareness in these services and ensure practitioners have the knowledge and skills to deliver appropriate work to avoid cases escalating.

9% of Children in Care had identified CE concerns this year, representing 13% of all exploited children and young people in Warwickshire. 59% were accommodated in out of county placements during the year. The CE & Missing Team operate a relational model and continue to deliver support work regardless of placement location to keep ‘in sight’, recognising the increased vulnerability.

	2019/20	2020/21	Direction
Number of young people directly supported by the team	37	57	Up 54%
Number of Intel forms submitted	60	89	Up 48%

Fig 2

As stated, we have increased the establishment of the CE team in-line with the rising demand and have seen significant increased activity. Fig 2 shows that 20 more young people have received direct support to safeguard and recover them from exploitation. The team have submitted 29 more intelligence reports this year contributing to development of the local picture, with a continuing high number leading to the commencement of investigations and operations.

The Transitions worker supported 12 young people through the year, its first full year of being established. Good practice is for an allocation to have been made by 17th birthday to enable assessments and effective planning with adult services and consequently only one young person has currently been supported post 18. The service is showing significant benefit in improving outcomes for young people, establishing needs, advocating with agencies, and initiating pathways into adult services, as well as the continuance of support to safeguard from exploitation.

	CE	County Lines	CSE	Trafficking
Proportion of identified concerns	64%	40% of CE concerns	27%	9%

Fig 3

64% of all referrals to the Exploitation and Missing Team now relate to criminal exploitation as shown in Fig 3 above. This is an increasing trend, rising exponentially as understanding and awareness develops, and involves features of County Lines, trafficking, localised drug supply and use of children to commit acquisitive crime. A significant proportion of the young people we are supporting have been drawn into County Lines (40% of criminal exploitation) and the team are working hard to improve understanding, knowledge and capability to intervene both with the young people and the spaces where it is occurring. Practitioners draw upon other specialist resources such as a mentor from St Giles (a project supporting criminally exploited children) and utilise a range of diversionary recreational and vocational activities, including sports clubs and mechanical engineering courses. Our work includes raising awareness to ensure young people are not unnecessarily criminalised for offences committed because of exploitation.

There has been concern of a considerable reduction in CSE referrals reported nationally this year, highlighted within the Independent Inquiry into Child Sexual Abuse, due to the focus shifting more onto criminal exploitation. In Warwickshire however, although reducing in proportion, CSE remains a significant part of our profile and the number of young people identified at risk within Children & Families is only slightly down on last year (7% reduction), though new referrals into MASH have reduced by 12% and we aim to ensure the partnership is focused on identifying all types of CE.

Peer mapping is now established within the CE & Missing Team, along with designation of workers to locality areas, and this is greatly enhancing the intelligence picture with significant identification of

connected young people exploited within the same network, notably in connection with County Lines activity. This is supporting the development of prevention activity and Disruption planning.

There has been an increase by 25% in the number of Complex Abuse meetings held by the CE & Missing Team responding to situations of complexity, notably organised or multiple abuse involving several abusers and/or a number of children. 70% have pertained to Criminal Exploitation this year, emphasising the more organised and group related nature of this abuse.

	Not in education	Not attending education	At risk of exclusion	Alternative Provision
Proportion	12%	19%	7%	15%

Fig 4

A sizeable proportion of exploited children and young people are not engaged in meaningful education or training, shown in Fig 4 above, and in some cases for lengthy periods of time. This is known to be a trigger for significant acceleration of the risk of exploitation, identified as a key finding in national reviews. Local action is being taken with Education Safeguarding and the lead for Alternative Provision to initiate an escalation review process and reparative action at the earliest opportunity to prevent escalation in harm.

Missing Children & Young People

	2019/20	2020/21	Direction
Number of missing episodes (children involved)	1639 (475)	1856 (449)	Up 13% (Down 6%)
Number of missing CIC episodes (children involved)	632 (116)	734 (106)	Up 16% (Down 9%)

Fig 5

The team received more missing referrals during the year due to an increase in missing episodes, though the number of children going missing reduced slightly.

This is set against a sizeable reduction in missing episodes by 26% the previous year and the number of children by 20%. A significant rise occurred in the first 3 months of this reporting year following national lockdown from Covid-19 and Fig 5 illustrates that the predominance of the increase in episodes came from a smaller number of Children in Care as they found it more difficult to comply with the restrictions imposed and carers were more accountable for them leaving their placements. More children go missing from home than from care, however more children go missing from care on multiple occasions (1:2.8 and 1:5.4 episodes respectively), with those in supported accommodation being the highest frequency.

The average length of time a young person has been missing has reduced significantly this year from 104 hours in 2019/20 to 76 hours. Missing Practitioners now engage in daily review of missing

episodes to support investigations and this has had a positive impact on improving safeguarding, helping to locate and safely return our young people quicker.

	2019/20	2020/21	Direction
Number of return home interviews conducted	1041	1079	Up 3%
% completed of all episodes (CIC)	64% (56%)	58% (64%)	Down 6% (Up 8%)

**predicted*

Fig 6

There has been a slight increase in the number of Return Home Interviews conducted by the team this year. Fig 6 illustrates that this relates however to a reduction in the overall proportion completed. Practitioners reported varying levels of success with engaging young people in completing interviews through the year due to the Covid-19 restrictions, with some finding it easier to communicate via social media and telephone, and others more readily declining the contact offered. Face to face visits, including cold calls, were conducted where necessary in accordance with a risk assessment, though this was necessarily limited to rare occasions of a safeguarding nature. Initially, new ways of working achieved an excellent 69% completion rate in Quarter 1, though this reduced significantly during the second quarter and has maintained at 55%. There has however been an increase in the proportion of those completed with Children in Care. Post Covid, the service will return to predominant face to face contact.

	Declined by YP/unable to engage	Other Agency undertaking	Decision not appropriate	No reason recorded	Other
RHI's not completed	31%	18%	8%	26%	17%

Fig 7

Fig 7 illustrates the varying reasons return home interviews aren't successfully completed. The proportion declined by the young person, or where engagement was unable to be secured to seek an interview, rose this year as a consequence of the pandemic effects. Similarly, there was an increase in 'others' asked to conduct the interview on behalf of the Missing Practitioners, with a greater need to rely upon professionals with an established trusted relationship in view of the difficulties. A significant number are recorded as 'no reason provided' due to administration issues with the Mosaic forms. This has now been addressed through Mosaic form upgrades in Oct 20.

A report published by the Children's Society titled 'First Steps' examining effectiveness of return home interviews highlighted a wide national variance in completion rate with an approximate average around 52%, so we are performing well as a comparison despite the additional challenges through the year. We are constantly striving to secure better engagement however, discussing ways to maximise success both on an individual and service basis through daily briefings and development workshops.

Over the last five years the age and gender group of 14 -15-year-old girls accounted for the highest proportion of both exploited and missing young people each year. That is now changing however with 16 – 17-year-old males becoming the predominant group the service is responding to.

Currently, over a third of children and young people who go missing have markers that indicate concerns of possible exploitation. More than two thirds of those identified as exposed to exploitation have been reported as missing at some stage.

The service facilitates reviews of children not found within 3 months at a Long-Term Missing Children Panel with partner agencies, and numbers were reduced during the year by 16% from 26 to 22 young people from enquiries undertaken and information shared. These exclusively consist of Unaccompanied Asylum-Seeking Children (UASC) that went missing shortly after entry into the country and remain a high priority in view of potential trafficking and exploitation concerns.

During the year the CE & Missing Team were engaged with supporting the Warwickshire submission to the Independent Inquiry into Child Sexual Abuse (IICSA) regarding 'institutional responses to the sexual exploitation of children by organised networks. Warwickshire were one of six areas selected nationally to provide evidence to the Inquiry and submitted substantial documentary evidence in response to selected themes. This culminated in our Strategic Director for People Services, Nigel Minns, providing oral evidence to the Inquiry hearing that concluded in October 2020. Our preparation for the Inquiry enabled us to further review our practice and understand areas for development.

The Inquiry is expected to report in the autumn of 2021; however, we have already reflected upon our learning and have initiated action against the areas for improvement, including:

- initiating the development of an 'appropriate language' webinar in response to the use of inappropriate descriptors about exploited young people
- re-establishing Multi-Agency Child Exploitation (MACE) meetings as a tool to address exploitation concerns - significantly increased from Oct 20
- conducting trend analysis, mapping, and debriefing to understand our local picture.

4. Service Development

A key focus during the year has been to establish Contextual Safeguarding into our way of working as a best practice approach to safeguarding that better responds to the harm our exploited and missing children and young people are experiencing outside of the home, within neighbourhoods, public places, schools and peer networks.

The CE & Missing Team have initiated considerable practice development, implementing upgrades to the Mosaic database to enable data to be captured about the different forms of exploitation and to provide a more relevant and targeted approach by ensuring contextual risks are considered within an updated CE Assessment Tool and interventions initiated alongside the young person and family. Plans established within meetings are now configured around the key elements of Disruption and Support to maximise interventions in the spaces of concern.

The team have introduced Peer Mapping and Peer Assessments into practice to better understand links between young people and harmful associations. Practitioners have been designated to localities to build up knowledge of contextual risks with locality professionals and to enhance the intelligence picture to take preventative and disruptive action. The team also hosted learning sessions about Contextual Safeguarding at the Children & Families 2020 Conference and have continued to conduct awareness raising across the service.

A Task & Finish Group has been established to support the development of a whole systems approach within Children & Families and develop a commitment to a Contextual Safeguarding approach across Warwickshire.

Service provision has been further strengthened by the addition of a specialist Child Exploitation Nurse to the resources of the team as a collaboration with the Warwickshire School Health & Wellbeing Service. This function is co-located and has been developed in accordance with a good practice model, taking learning from a small number of areas that have adopted a similar approach. The role has been established to identify and address health and wellbeing needs of exploited young people, conducting direct work and signposting where appropriate, to develop awareness and identification of exploitation across health services, and to facilitate improved information sharing about exploited young people. The Nurse commenced in January 2021 and a reporting system has been established to measure impact on service provision and outcomes for young people.

The CE & Missing Team has continued to strengthen links with Adult Services to improve service provision to children transitioning into adulthood who remain exposed to the harms of exploitation, ensuring support is not lost when they turn 18. Work has been conducted through a Task & Finish Group to establish a framework for operation, including supporting the team Transitions worker with training on adult law and policy, supervision, enhanced pathways for wider support within Mental Health and reviewing the recording system to better support their work. The Group are also examining arrangements for young adults identified at risk of exploitation who wouldn't have care and support needs established within the Care Act and continue to work on firming up the multi-agency pathways and eligibility criteria with wider adult services.

Additional developments to service arrangements during 2020/21 include:

- Introduced an Exploitation Team Duty Worker role to advise and support the workforce and partner colleagues and assure appropriate responses to referred issues
- Joint working with Barnardo's to expand training capacity to wider exploitation, including provision of webinars on a range of associated issues.
- Re-designed and modernised the system approach to CE, publishing a Child Exploitation Operating Framework to give the CE & Missing Team and Children & Families workforce clear guidance on related processes, pathways, and service expectations
- Implemented updated guidance for MACE meetings, alongside its inclusion into other meeting processes in Oct 20, to re-establish and maximise its use as an effective risk management process for exploitation concerns in accordance with the 'one meeting one plan' approach
- Join up with the Serious & Organised Crime Joint Action Group (SOCJAG) interventions team to add additional support and resource capability to escalating complex cases of highest concern, including better links with other risk management forums such as the CE & Missing Operational Group, County Lines and YJS risk meetings to provide a more integrated and coordinated whole system approach
- Ongoing development of the Missing Children Service, adding an Advanced Practitioner role to provide additional leadership, professional development, and support to staff

5. Service Performance

Performance of the team is captured within a CE & Missing Dataset that is published monthly and reviewed within the team for service assurance, learning and improvement.

This year we have enhanced the dataset to provide qualitative outcome-based data on the impact of our work with young people to measure our effectiveness. Learning from feedback from the part OFSTED Inspection in March 2020, a CE & Missing Review Plan has been implemented to record plans and progress of work with young people who have allocated support workers within the team. This follows the Pathway to Change model and provides direction and scope to the work initiated via SMART planning. It enables ongoing assessment of improvement/decline/stability in levels of risk and outcomes for the young people to measure the impact of our work, and escalation where necessary to ensure no drift in cases.

	Improved	Stable	Decline
Number	43%	33%	24%

Fig 8

The CE & Missing Team deliver direct support work to both missing and exploitation concerns. Fig 8 highlights that the service has made good progress with improving outcomes for the young people and keeping them safe. The response to exploitation is complex and challenging and periods of improvement and decline can be expected. Longevity of the support work to establish a trusted relationship is key, working with resilience, tenacity and perseverance, and the model employed is making a positive difference.

	2019/20	2020/21	Direction
Response within 24 hrs	Not measured	91%*	N/A
RHI completed within 72 hrs	51%	50%	Down 1%

**From Oct 20*

Fig 9

The offer rate of Return Home Interviews against missing episodes within 24 hours is high at 91% achievement as shown in Fig 9 above. Of the small number not offered within 24 hours of receipt of the referral, 68% were due to inability to establish contact with the parent/young person and 32% due to capacity of the team.

The proportion of RHI's conducted within 72 hours is consistent to last year's performance, with a slight reported drop to 50%. However, Warwickshire's recording method for further missing episodes that occur for the young person before a RHI could be completed is to 'use existing RHI created' leaving a large proportion of episodes where it is unknown if completed within the target time. This has now been addressed with upgrades to the Mosaic recording system enabling more accurate recording for the year ahead. The proportion known to be outside of 72 hours has reduced by 10% this year indicating performance improvement.

The major reasons for not completing within 72 hours is due to the service being unable to engage the parent and/or young person (68%) or them not being able to meet the practitioner within the timescale (21%). Reassuringly, none were due to incapacity of the team.

The Children’s Society titled ‘First Steps’ report again highlighted a wide national variance in performance against the 72-hour target with an approximate average around 50%, so our performance is comparable regardless of the above reporting issue. We are constantly seeking to improve this to be the best we can be.

Additional enhancements have been made to the CE & Missing Dataset for 2021/22 to capture data on all forms of exploitation and enable further reporting on impact of the work of the team. These include:

- the number of missing children and young people that received a RHI (in addition to that measured against episodes) to show how many young people we are reaching.
- for those that have received an intervention, the rate of continuance of missing to better measure what difference we are making.

	No. of requests	No. completed	Ave. score
Service User feedback	78	21	4.75

Fig 10

Requests made for service user feedback from contacts with our children and young people and parents and carers are now embedded into the team exploitation and missing forms within Mosaic. This is to ensure there is a continual focus on seeking feedback to maximise our learning and reflective practice. As shown in Fig 10, the conversion rate of requests to questionnaires subsequently completed is low and this remains an area that we wish to improve, especially from parents as we seek to develop support we provide them in our plan for 2021-22. Of those completed, the feedback has been very positive with an average score of 4.75 out of 5 across the measures and a number of comments about ‘being there’, ‘listening’ and ‘persevering’.

The CE & Missing Team have established Quality Assurance processes and, alongside analysing performance data and service user feedback, conducted 4 audits through the year to further review practice on themes of missing children, return home interviews, criminal and sexual exploitation and meeting processes implemented to address risks and vulnerabilities. Findings of the audits have been reported on and subject of development activity and these are realising benefits in improving practice and ways of working with co-located partners, including establishing escalation to ensure no drift in cases, early allocation to support workers in appropriate cases, and recommendations about intervention at the earliest opportunity. A change to the process of reviewing missing reports has led to a 36% increase in convening Missing Intervention Meetings in accordance with procedures, and timeliness of CE Assessments completed has significantly increased with a 74% reduction in those over 30 days.

Additionally, the team introduced a Child Exploitation Debriefing Operations process in 2020/21 to capture learning and inform development across the multi-agency partnership to constantly improve our service approach to exploited young people. Debriefing of one operation has been completed (Washbrook) and another is in progress (Sakura), to be reported on in due course.

In the OFSTED visit to Children & Families during March 2020, suspended due to the Covid-19 outbreak, Inspectors reviewing work of the CE & Missing Team made the following positive summarised comments; • Risks are identified and appropriately assessed • Cases are allocated and

managed • Good mapping work • Appropriate planning • Good tenacious work with young people to raise awareness of risk • Good tools to build relationships with young people • Direct work with children is beneficial • Plans could be clearer to help with direction and scope (new planning tool now implemented to address this).

6. Plan for 2021-22

This report has reflected on our resources, challenges, activity, and achievements during the year. Moving forward our plans aspire to drive continual progression to enable us to be the best we can be at keeping Warwickshire children safe from the harms of exploitation and going missing. The Child Exploitation Chief Officer Board of the co-located multi-agency team will receive updates and challenge us on our progress.

Looking forward to 2021-22, our key actions are:

- Continue work to establish a system-wide approach to Contextual Safeguarding that best responds to the challenges of safeguarding adolescents exposed to modern day risks outside of the family home. Locality based work will be conducted via appointed practitioners to establish partners and influence practice development to take action against identified contextual risks.
- Develop our capacity and capability to provide effective support to parents and families, utilising parental engagement as a protective factor for intervention, by enhancing skills in the team, integrating with the Children & Families Parenting provision and undertaking scoping to report on viability of a local Parent/Family support Group.
- Establish training to develop awareness and understanding of staff across all forms of exploitation and provide training for managers to enhance knowledge of tools and processes to be adopted to, maximising opportunities to successfully intervene.
- Continue to professionalise our response to Missing Children by utilising the national Missing Benchmark Tool with partners to assess practice against a range of good practice standards and initiate any development action identified.
- Facilitate review of the support to children out of education, taking the learning from national case reviews (including the Child Safeguarding Practice Review Panel Report into child exploitation) and evidence within the local profile of this being a trigger for significant acceleration of the risk of criminal exploitation.
- Further support enhancing our Early Help arrangements to respond effectively to exploitation vulnerability, providing training and facilitating practice development to ensure we are identifying concerns of exploitation at the earliest opportunity and preventing escalation.
- Expand our range of interventions, tools, and therapeutic/diversionary activities to ensure they are 'fit for purpose' to successfully engage criminally exploited young people, recognising the challenges and complex issues.
- Further develop the collection and utilisation of feedback, using the voice of children and families to shape our services.
- Gather data to enable review of whether our reach and support to diverse groups within our population is appropriate.

A CE & Missing Team Development Plan incorporating these actions has been established for 2021-22 to drive our activity and is attached at Appendix A.