Decision Note – Child Exploitation and Missing Service

STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:		x	

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval:

STAFFORDSHIRE COMMISSIONER

Signature _____ Date 24/1/22

Date decision required by: 24th January 2022

If an urgent approval is required, please state reasons:

All tender documents are to be approved by the partners by 28th January 2022.

Decision Number: SC P/ D /2021 22/ 008

Date Received: 24 January 2022

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision Making Policy?	✓	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision Making Policy?	✓	
Who is empowered to make the required decision? Staffordshire Commissioner		

Title	Child Exploitation and Missing Service

Summary:

For a number of months, the Staffordshire Commissioner's Office, City Council and County Council have been working together to agree how to progress the jointly commissioned CSE / Missing Service and a number of other related services; namely the Commissioner's contracts with Catch22 for the Child Criminal Exploitation Service and the Youth Offending Prevention Services in the County and City.

To assist this process, we have jointly:

- agreed to align and extend all the associated contract arrangements to 31 August 2022 to provide adequate time for the recommissioning process;
- commissioned an independent related needs assessment and undertaken facilitated provider and commissioner workshops to provide an evidence base to inform decision making;
- undertaken capacity mapping;
- negotiated a joint funding arrangement.

Based on the needs assessment findings, the new service scope has two key elements:
- Child Exploitation including violence where there are links to exploitation
- Missing from Home or Care

Please see the attached paper Child Exploitation and Missing Children Service Scope and Principles for more detail.

Additionally, the above process revealed a number of challenges within our current delivery 'system' of intervention and support for vulnerable young people and as such, the decision concerning the scope of the commissioned service cannot be taken in isolation.

To ensure the newly commissioned service is able to operate effectively and as part of a "whole system" approach to support for vulnerable young people and families, it is recognised and suggested that the following will need to be completed in tandem to the service being commissioned:

Development of a partnership whole system action plan to review and revise:

- Existing risk and assessment tools
- Referral tools and mechanisms
- Service scope /offers and eligibility
- Pathways - to include all levels of risk
- The multi-agency triage approach
- Operational meetings - including all levels of risk with clear step up/down approaches
- The Child Exploitation Policy
- The Child Exploitation Strategy

To:
- Develop and launch training in relation to the above
- Develop a "one team approach" in relation to violence which is included within all relevant service specifications (to include some co-location and joint working processes).

The attached paper, Re-commissioning of the CE and Missing Services provides more detail to the Commissioners Office Proposal as to the way forward and has been agreed by partners.

The new service will start on 1 September 2022, contract length will be 2 years with the option to extend for a further 3 periods of 1 year each (2 years +1+1+1). Staffordshire County Council are the lead commissioner in this joint commissioning arrangement.

Funding

The funding contributions proposed are detailed below:

- From 1 September 2022 the Commissioner's Office annual funding of £204,000 into the City's Youth Offending Prevention Service and £150,000 into the County's Youth Offending Prevention Service will be re-aligned to the newly commissioned joint service
- The PFCC will also provide Stoke-on-Trent City Council with one-off support in 2022/23 of £58,000, to assist in local financial challenges

The total funding envelope required for the service is £1,013,805 per annum. The Commissioners Office contribution towards this service is £645,560 per annum, this amount is made up of the following existing funding streams:

- £165,000 existing contribution to the existing CSE & Missing Service
- £126,560 existing contribution to the Child Criminal Exploitation Pilot
- £150,000 contribution towards Staffordshire YOS Prevention to be re-aligned
- £204,000 contribution towards Stoke on Trent YOS Prevention to be re-aligned

The table below details partner funding contributions.

Partner	Annual Funding
SCO	£645,560
Staffordshire County Council	£217,120
Stoke on Trent City Council	£110,044
Stoke on Trent CCG	£41,081
TOTAL	£1,013,805

This service will contribute to a reduction:

- in the prevalence of child exploitation in Staffordshire and Stoke on Trent providing timely and specialist support for Children, young people and Families at risk or experiencing Child Exploitation.
- missing incidents by carrying out return home interviews which will identify the push and pull factors of why children go missing and to aim to prevent future missing episodes.

The service will contribute towards achievement of the priorities in the Pan Staffordshire Child Exploitation and Serious Violence Strategies

A robust tripartite agreement will be in place between the commissioners.

Recommendation:

The Staffordshire Commissioner supports the commissioning and award of a Pan Staffordshire Child Exploitation and Missing Service for 2 **years with the option to extend for a further 3 periods of 1 year each by providing £645,560 per annum. A total of £3,227,800 over the 5 year period.**
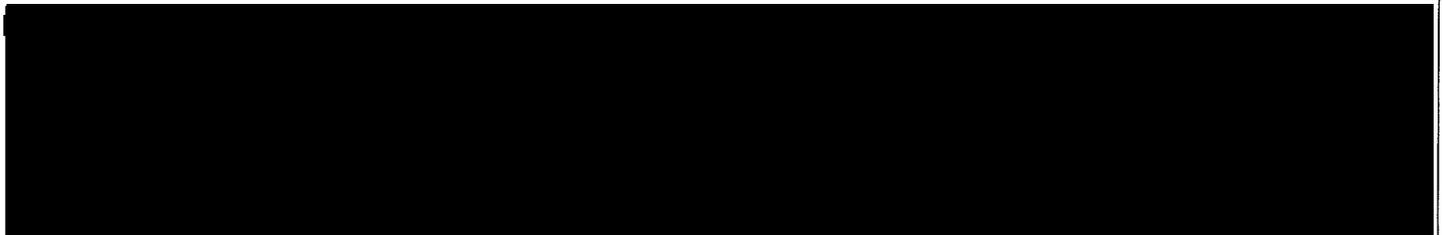
Chief Executive

Signature: _[signature]_   Date: 18/1/2022

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

[redacted]

2. Issues for consideration

Staffordshire County Council are the Lead Commissioner in this joint commissioning arrangement. Linkages have been made with the Procurement and Legal Teams in respect of process and documents.

A tri partite agreement will be in place between the commissioning partners to reflect a partnership of equals approach to decision making concerning the agreement that covers the contract term and break clauses and performance monitoring. The Legal Team are engaged with this process.

3. What other options have been considered?

Services supporting children and young people at risk of child exploitation are currently commissioned in silos. If these arrangements were to remain, this does not reflect the developments of a Pan Staffordshire Child Exploitation and Serious Violence approach, best practice and support looking at its various manifestations

NA		

8. Data Protection Impact Assessment - please attach the completed DIA

Enclosed, SCO and Police DPO's have been consulted.

9. Is the publication of this form to be deferred? –

10. If the report is for publication, is redaction required?

	Yes	No
Of the Decision Note?		**x**
Of the Appendix?		x

ORIGINATING OFFICER DECLARATION:

Author	**Adele Eaton**
Signed	
Date	**14 January 2022**

and ensuring that services are designed to provide holistically to the individual, rather than on an issue by issue basis.

4. Consultation and Engagement undertaken

- To inform the needs assessment, young people, parents and professionals were engaged for their views.
- A market engagement event took place on 22 June to share and seek views on a proposed service model, this was well attended with over 30 attendees and positive feedback received.
- Young People have been involved in designing a tender evaluation question this is being co-ordinated by Voices Staffordshire with the help of the Youth Commission.
- Views to inform service design have been gathered from key Police colleagues.

Report Implications

Monitoring Officer comments:

The decision does not raise any areas of concern, or require any specific comment.

Signature		Date	18/1/2022

Section 151 Officer comments:

This cost is fully incorporated into the budget for 2022/23.

Signature		Date	18/01/2022

	Yes	No
Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?		x

Legal Comments:

The Legal Team are engaged in the commissioning process and have provided feedback to use the Domestic Abuse Tripartite agreement as a basis for the development of the agreement for this joint commissioning arrangement.

5. Equality Comments – please attach the completed EIA

Enclosed

6. Background/supporting paper

NA

7. Public access to information

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Data Protection Impact Assessment – Screening questions

These questions are intended to help the service decide whether a Data Protection Impact Assessment is necessary.

If the answer to one or more of the questions below is 'yes' please complete the Data Protection Impact Assessment below and return to the Information Governance Unit.

1. Will the project involve the collection of new information about individuals? No

2. Will the project compel individuals to provide information about themselves? No

3. Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information? Yes

4. Are you using information about individuals for a purpose it is not currently used for or in a way it is not currently used? No

5. Does the project involve you using new technology which might be perceived as being privacy intrusive? E.g. Use of biometrics or facial recognition? No

6. Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them? No

7. Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? E.g. Health records, criminal records or other information that people would consider particularly private? Yes

8. Will the project require you to contact individuals in ways which they may find intrusive? No

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Data Protection Impact Assessment – Full assessment

This document will assist in recording the DPIA process and results following completion of the screening questions above. The document should be completed prior to any project commencing and should be updated throughout the course of a projects life.

Name (person completing the form)	Sarah Newton, Matt Sharman
Position	Commissioning Officer, Information Governance Officer
Project lead	Joe Sullivan
Position	Senior Commissioning Manager
Team & department	Families and Communities Commissioning
Date of completing form	June 2021

Note: Some or all of the information provided in this document may be subject to disclosure and/or publication under the Freedom of Information Act 2000.

Step 1: Identify the need for a Data Protection Impact Assessment
Explain what the project aims to achieve, what the benefits will be to the organisation, to individuals and to other parties.   *Summarise why the need for a Data Protection Impact Assessment was identified (draw on answers from the screening questions).*
SCC are at the early stages of the procurement process for re-commissioning a child exploitation (CE) and Missing service for children and young people. The current service contract runs until 31st March 2022 but due to the complex nature of the commissioning partnership between SCC, Stoke on Trent CC and the Office of Police and Crime Commissioner (OPCC) as long lead-in time will be required in order to satisfy all governance across each respective organisation. The new service is expected to be in place from 1st April 2022 - 31st March 2025 (with the option to extend for a further 2 years).   At present the current commissioned service (delivered by Catch22) has two elements, child sexual exploitation and missing children, this is likely to expand in the future to include child exploitation in its most broad sense but will also retain the missing function as well as well. Child exploitation work expected of the service may include: Child Sexual Exploitation   • Child sexual exploitation is a form of child sexual abuse.   • It occurs where an individual or group 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 or increased status of the perpetrator or facilitator.   • The victim may have been sexually exploited even if the sexual activity appears consensual.

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- Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology. (Dept. for Ed: Definition and a guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation, Feb 2017)

Child Criminal Exploitation

- Child Criminal Exploitation (CCE) occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18 into any criminal activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial or other advantage of the perpetrator or facilitator and/or (c) through violence or the threat of violence.
- The victim may have been criminally exploited even if the activity appears consensual.
- CCE does not always involve physical contact; it can also occur through the use of technology. (Home Office: Serious Violence Strategy, April 2018)

Missing

- The delivery of Return Home Interviews (RHIs) to children, 0-18 years, residing in Staffordshire or Stoke on Trent who are processed as a missing person by Staffordshire Police.
- Additionally, children who are looked after by Staffordshire or Stoke on Trent but are living outside of our area will be offered a virtual/phone RHI when notification of a missing episode is received by the Local Authority by the placement Authority or Police Force.

This commissioned service involves partnership working between Staffordshire County Council, Stoke-on-Trent City County, Staffordshire Police and Crime Commissioner and a specialist service provider that service delivery will be commissioned out to. As such, and due to data sharing requirements, it is appropriate for a data protection impact assessment to be completed.

Step 2: Describe the information flows
The collection, use and deletion of personal data should be described. You may want to refer to a flow diagram to explain the data flow. You should say how many individuals are likely to be affected by the project.
The Safeguarding Children's Board/Partnership RFM (Risk Factor Matrix) forms will be used to collate information; it is used to identify and understand risk levels regards child exploitation. RFM forms can be completed by anyone who has concerns around child exploitation for a child or young person. Usually completed by professionals (education, health, social care, YOS, Police), the form is sent securely to the SCC CSE email inbox for professional oversight and recording (when the risk is identified to be medium or high). Discretion of the referrer can be used where the risk in the RFM shows to be low - onward referral to the

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Service Provider is also possible if a low-level intervention may be required. In this instance the RFM will be securely (secure email) to the Provider.

Police information with regards the 'Found Debrief' following a missing episode will be shared with SCC & SoTCC but also the Provider to enable them to make a RHI (return home interview) offer.

A record of the RHI (or attempts to offer and complete this) will be supplied by the Provider to the Police, SCC and SoTCC.

SCC and SoTCC will use appropriate licenses to enable 'read only' access to our record management systems (Capita/CareDirector/Liquid Logic) for the Provider.

This information will be shared with the new CE and Missing service provider once the tender process has determined who this will be. An Information Sharing Agreement will form part of the contract agreement.

Organisations that will provide information to the Provider (for the missing and Child Exploitation elements of the Service) will be:
- SCC
- SoTCC
- Staffordshire Police
- Education settings
- VCSE/Community Groups
- Health

(this list is not exhaustive).

Information processed and shared will include:

- Name
- Address
- Date of Birth
- Contact details (email, telephone)
- Unique identifiers (care director / liquid logic/record management system used by provider)
- Physical / Mental Health
- Ethnic Origin
- Religion / Religious beliefs
- Criminal Record
- Sexual Life (including orientation)

Consultation requirements

Explain what practical steps you will take to ensure that you identify and address privacy risks. Who should be consulted, internally and externally? How will you carry out the consultation?

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Within Staffordshire County Council the commissioning team will work with Information governance to identify and address any privacy related risks.

Representatives from Stoke-on-Trent and Staffordshire Police and Crime Commissioner will also be consulted.

Step 3: Identify the privacy and related risks

Identify the key privacy and corporate risks. (NB: Compliance risks will be completed by IGU)

Privacy risk E.g. Intrusion of privacy, data loss, unauthorised use of data	Risk to individuals E.g. Unable to use service, damage and/or distress, risk of physical harm	Compliance risk E.g. Breach of DPA, HRA, Confidentiality ***NB: To be completed by IGU (refer to DPA compliance doc)***	Associated organisation/corporate risk E.g. Regulatory action, reputational damage, loss of trust
Unauthorised use of data, 'scale creep' resulting in processing of excessive information or personal data being used for purposes which are incompatible with the original intended purpose.	Damage / distress to data subjects.	Breach of GDPR Article 5,1(a) (lawfulness) Breach of GDPR Article 5,1(b) (purpose limitation)	Regulatory action, reputational damage, loss of trust
Lack of transparency regarding processing of data, perceived intrusion of privacy	Distress to data subjects, loss of trust	Breach of GDPR Article 5,1(a) (fairness, transparency)	Regulatory action, reputational damage, loss of trust
Lawfulness of processing	Processing of personal data without a valid lawful basis could lead to distress	Breach of GDPR Article 5,1(a) (lawfulness)	Regulatory action, reputational damage, loss of trust
Over retention of personal data – if data is help past its	Damage / distress to individuals. Loss of trust.	Breach of GDPR Article 5,1(a) (lawfulness)	Regulatory action, reputational damage, loss of trust

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statutory retention period it increases the risk of it being used to make decisions on individuals or for incompatible purposes.		Breach of GDPR Article 5, 1 (b) (purpose limitation) Breach of GDPR Article 5, 1 (e) (Storage limitation)	
Insufficient organisational and technical controls in place to protect the confidentiality, Integrity and Accessibility of personal data. Leads to personal data being compromised.	Damage, distress and potential harm to data subjects.	Breach of GDPR Article 5, 1 (f) (security) And GDPR Article 32 (Security)	Regulatory action, reputational damage, loss of trust

Step 4: Identify privacy solutions
Describe the actions you could take to reduce the risks, and any future steps which would be necessary, e.g. the production of new guidance or future security testing for systems.

Risk (as identified above)	Solution(s) E.g. training, policy update, agreement/contract NB: There may be more than one possible solution for each risk	Result Is the risk eliminated, reduced or accepted
Unauthorised use of data, 'scale creep' resulting in processing of excessive information or personal data being used for purposes which are incompatible with the original intended purpose.	The RFM document will be the agreed, universal document used to refer individuals into the service. The document sets out the minimum amount of personal data required in order for a service to be delivered to an individual. An Information Sharing Agreement will be created and put in place between partner organisations which will stipulate what is to be shared and for what purposes, along with detailing any repercussions for non-compliance.	Reduced

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	Agreed and documented retention period of information will also ensure personal data is not used outside of its statutory retention period. Retention period to be agreed and documented within contract/Information Sharing Agreement.	
Lack of transparency regarding processing of data, perceived intrusion of privacy	Partners collecting personal data to ensure that privacy notices are updated accordingly to reflect data sharing, retention and use, following ICO best practice What privacy information should we provide?	ICO	Eliminated
Lawfulness of processing	Lawful basis(s) for processing personal and special category data needs to be identified and documented (as in Information Sharing Agreement).	Eliminated
Over retention of personal data – if data is help past its statutory retention period it increases the risk of it being used to make decisions on individuals or for incompatible purposes.	Retention periods need to be agreed between partners and documented (can be documented within Information Sharing Agreement). There needs to also be an agreement between partners regarding end of contract arrangements relating to records retention and where responsibilities lie. End of contract arrangements need to agreed and documented within contract/ISA	Reduced
Insufficient organisational and technical controls in place to protect the confidentiality, Integrity and Availability of personal data. Leads to personal data being compromised.	Technical and organisation security measures of potential 3rd party providers need to be assessed by the commissioning party. Assurances to be obtained regarding security measures in place to protect confidentiality, integrity and availability.	Reduced

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Step 5: Sign off and record the DPIA outcomes

Who has approved the privacy risks involved in the project? Which of the solutions identified above need to be implemented?

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Risk (as identified above)	Approved solution	Approved by
Unauthorised use of data, 'scale creep' resulting in processing of excessive information or personal data being used for purposes which are incompatible with the original intended purpose.		
Lack of transparency regarding processing of data, perceived intrusion of privacy		
Lawfulness of processing		
Over retention of personal data – if data is help past its statutory retention period it increases the risk of it being used to make decisions on individuals or for incompatible purposes.		
Insufficient organisational and technical controls in place to protect the confidentiality, Integrity and Availability of personal data. Leads to personal data being compromised.		

Step 6: Integrate the DPIA outcomes back into the project plan
Who is responsible for integrating the DPIA outcomes back into the project plan and updating any project management paperwork? Who is responsible for implementing the solutions that have been approved? Who is the contact for any privacy concerns which may arise in the future?

Action to be taken	Date for completion of actions	Responsibility for action
Development of Information Sharing Agreement, in collaboration with partners	Pre contract	Led by SCC IGU, collaboration form all partner organisations
All partners who collate and process personal data as part of this work to update their privacy notices using	Prior to the collection of personal data.	All partners

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ICO best practice guidelines What privacy information should we provide?	ICO		
Identification of lawful basis(s) – SCC IGU to advise and document within the ISA	Pre contract	Led by SCC IGU, collaboration form all partner organisations
Discussion between all partners regarding end of contract arrangements concerning records retention (how long records need to be kept for and by whom)	Contract stage	All partners
Review of the technical and organisational security measures of potential suppliers. As part of the tendering process supplier will be asked to complete the SCC 3d party technical security questionnaire, the responses of which will be reviewed by SCC IGU.	Tendering stage	

What happens next?

Please return your completed Data Protection Impact Assessment form to your allocated Information Governance Officer/IGU project contact or infogov@staffordshire.gov.uk if you have not been allocated an IGO.

The allocated IGO will review your complete Assessment and:

1. Identify any additional risks and solutions which the service may not have identified.

2. Identify where there may be areas of non-compliance with statutory and regulatory requirements and any further risks that this may have on the individual/organisation.

3. Return the Assessment to you, along with any recommended changes, for acceptance of those changes and approval/sign off.

Once the Assessment has been approved, a final approved copy should be provided to the IGU so that this can be recorded and published. The service will then be responsible for implementing any of the agreed solutions and actions. Further assistance from the IGU is available should this be required.

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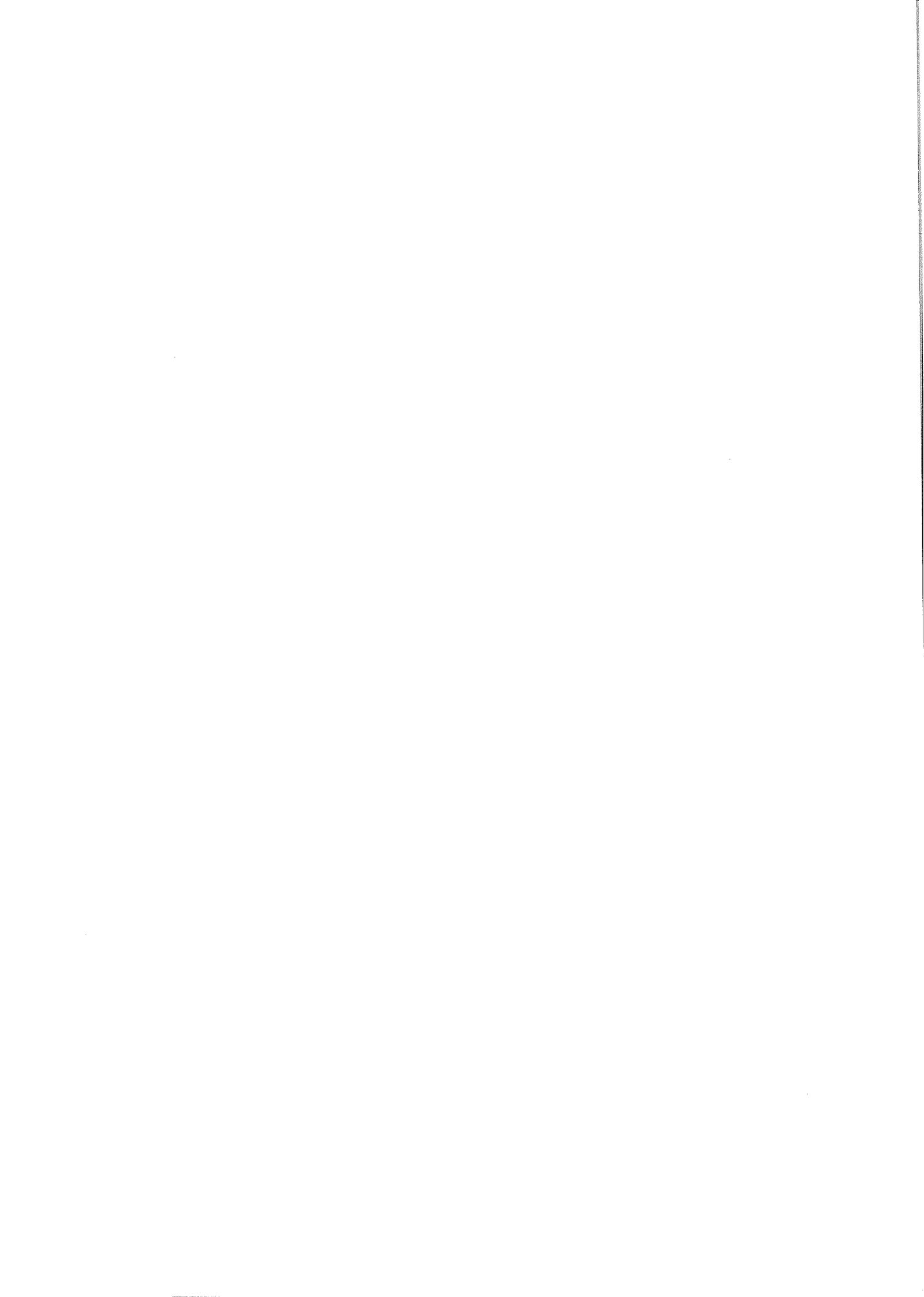
Community Impact Assessment Template

Name of Proposal: Child Exploitation and Missing Children and Young Peoples Service in Staffordshire and Stoke-on-Trent.

Project Sponsor (if applicable): Councillor Mark Sutton (Cabinet Member for Children and Young People)

Project Manager (if applicable) or Lead: Helen Riley (Deputy Chief Executive and Director for Families and Communities)

Date: 14/05/2021

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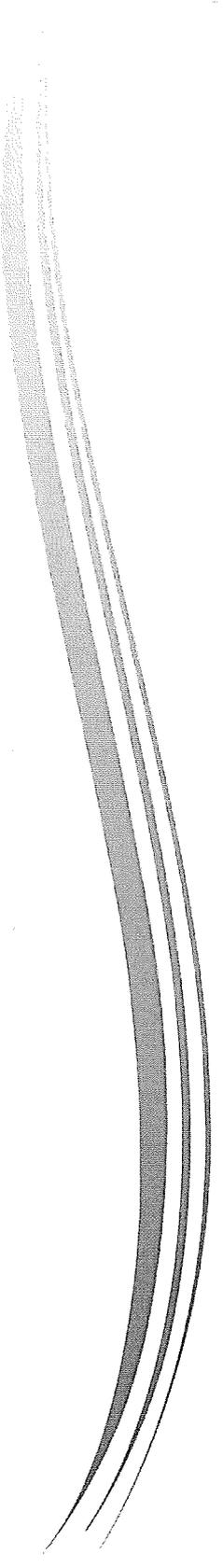
- A CIA will help you to identify the potential **impacts, risks and benefits** of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either **lessen the risk** or **maximise the benefits**. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.

- This template should be used to support the development of a proposal during the **planning stage**, therefore supporting the council's approach of Achieving Commissioning Excellence.

- A good CIA will involve input from more than one person. A **Project Team** should be identified with different, but relevant expertise to ensure that a full range of views are considered.

- **Engagement and/or consultation** should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.

- **Once completed**, the main findings from your CIA should be transferred to the **'Checklist and Executive Summary'** template. Then both documents need to be approved/signed off by the appropriate people. Depending on the size of your project, this could be your manager, project lead, sponsor or SLT.

- For CIAs that are going to **Cabinet**, only the **'Checklist and Executive Summary'** should be submitted as part of the Cabinet Papers. The full CIA document should be submitted as a **Background Paper**.

Completing the CIA template

This table describes what is required when completing the key sections of your assessment.

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs. Also consider staff, residents and other external stakeholders.	Think about the impact the proposal may have on each of the different category areas, and identify the benefits of each decision.	Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.	Set out any recommendations as to how the benefits will be maximised and the risks minimised. Also highlight any trade offs that may occur.
	Please note: • Potential impacts should **not** be included if it is considered highly unlikely that they would occur. • Where **no major impacts** have been identified, please state N/A. • Due to the publication of CIAs, it is **advisable not to record personal details of members of the public**, such as names or addresses.		

Evidence Base: (Evidence used/ likelihood/ size of impact)
How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision?
E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/
Consultation – with partners, the public, the voluntary sector.

Use the following template to highlight the impacts of your proposal on each of the following categories: the Public Sector Equality Duty (PSED), Health and Care, the Economy, the Environment, and Localities/ Communities.
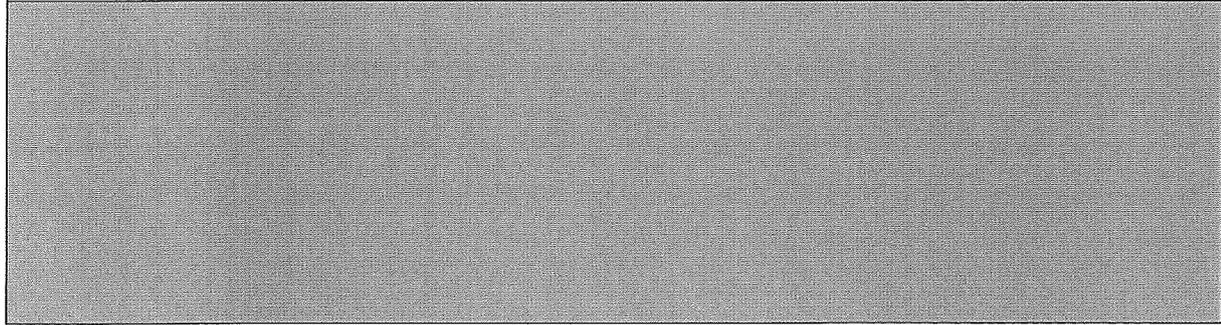
Community Impact Assessment Template

Public Sector Equality Duty (PSED) – Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups.

Please consider:
- Who is currently using the service, across the protected characteristics?
- What do we know about their experiences and outcomes?
- What relevant information is available from the Census and population trends data?
- What were the findings of the engagement/consultation?
- Is there any relevant national, regional and/or local sources of research/evidence available?
- Is there any relevant information from partners or voluntary, community, social enterprise organisations?
- What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics:	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
• **All Populations** (general equality requirements)	Information, Advice and Guidance (IAG All children, young people (CYP) populations across Staffordshire and Stoke on Trent who experience missing from home/care episodes, who may be a victim of child exploitation (CE). The term CE incorporates all forms of exploitation including criminal	Stoke-on-Trent and Staffordshire Child Exploitation Strategy 2019-2022 outlines the strategic objectives for the coming years and is fully endorsed by the SSSCB. [1] We will meet our statutory duties outlined in the 2014 Guidance for Children who go missing from home or care. April 2019-March 2020 there was a total of 1,682 missing episodes	Without positive intervention, there will continue to be a need to increase support for CYP who go missing from home/care repeatedly and are at risk of CE. This will have a negative impact on the ability of families/carers, schools, health and social care providers and wider services such as criminal justice to respond to the complexity of needs.	Our Strategy builds on the work already in place across Stoke-on-Trent and Staffordshire as risks to children of exploitation have been recognised for several years. The umbrella term of CE is currently seldom used. The preference seems to be to look at both CSE and CCE as separate issues albeit increasingly recognising the links between the two. In Staffordshire, adopting the

and sexual exploitation. This includes those family members who may require specialist support). All groups and organisations that represent, support and/or work with our child, young people and family (CYP&F) populations across Staffordshire and Stoke on Trent, specifically those who support CYP at risk of CE (Police, Youth Offending Services, 3rd sector organisations, education settings, social care and health services for example.) Any child (0-18yrs) resident in either Staffordshire or Stoke on Trent who is reported (and	relating to 606 individuals in Staffordshire. The strength in our partnership and governance arrangements will facilitate and enable continued information sharing, engagement, promotion of objectives, and influencing behaviours and raised awareness of CE across all communities and domains. By commissioning services based on the varying needs of different population groups we can ensure that the needs of a CYP are met, risks are reduced and outcomes for all are maximised. By facilitating further development of social networks and building on our community assets, we can ensure that the number of CYP going missing from home/care continue to reduce and that	If there is insufficient flexibility in the system to monitor any changes in needs this would have a negative impact on CYPs outcomes. For example, if risks relating to CE aren't recognised, recorded via the RFM, carefully considered by professionals with support for the CYP put into place as appropriate then we could see risk increasing, increasing numbers of CYP becoming vulnerable and levels of CE and missing increasing. If service delivery does not adopt a holistic family approach, where it is appropriate to do so, then opportunity to increase awareness across a whole family structure could be missed. If engagement is not effective and targeted at the hardest to reach groups this could lead to	umbrella term of CE has provided the opportunity to bring together these complex work areas. Detailed needs assessments have been undertaken in the development of the Strategy to better understand the needs of particular groups within our communities. As far as possible, equalities monitoring will be standardised to ensure a clear and consistent understanding is gained from services of any potential for one or more groups to be disproportionately affected by this approach. The Strategy affords us the potential to incorporate Contextual Safeguarding (contextual safeguarding is an approach to safeguarding children which responds to their experiences outside of the home). Endorsed by Working Together 2018 [2]

[1] www.ssscb.org.uk/wp-content/uploads/2020/08/Child-Exploitation-Strategy-FINAL.pdf
[2] https://www.gov.uk/government/publications/working-together-to-safeguard-children--2

accepted) as missing to Staffordshire Police.	links to CE are speedily recognised, reported and reduced. Robust engagement with our communities will empower local people to influence decisions around services which have a positive impact on reducing the number of CYP at risk of CE and/or missing. A range of professionals across sectors are cognisant of CE, can recognise where risks are present for CYP and can effectively follow SSSCB processes by completing an Risk Factor Matrix (RFM). If there is an increased focus on preventative work and early response where low risk is identified then CYP's risk levels should be reduced. The strategy aims to promote partnership working across organisations thereby recognising their role in influencing positive	increased exploitation risk levels and subsequently poorer outcomes for such groups. Without the delivery of a Return Home Interview (RHI) SCC would not fulfil our Statutory duty, would not be offering children the opportunity to discuss their missing episode with an independent professional and opportunities to identify and reduce any risk would be missed.	The partnership approach to the Strategy enables a pan Staffordshire and Stoke on Trent approach which will ensure that services, support and approaches are consistent across the geography. Taking action to review our commissioning intentions and service models will provide assurance to CYP, parents, carers and staff who have given feedback during the various engagement routes, that their voice has been heard. We are prepared to listen and respond to this in order to ensure the best possible outcomes are being achieved by all and services are accessible and improved appropriately over time. We will ensure that the engagement process is continued during the development of services. The Strategy recognises the strength and value of community assets and social networks which will help us to meet our commitment to transform CYP missing and CE services. The Strategy has an asset based focus which recognises

outcomes for CYP who go missing for home/care and/or are at risk of CE.

There is increased potential through our agreed strategic priorities to make better links with specialist areas across the public sector.

A robust contracting and performance framework will ensure that CYP are receiving support in a timely way. Support will be evidence based; outcome focused with indicators embedded.

Use of national policy and guidance based on best practice could improve service provision thereby impacting positively on the commissioning missing from home/care and CE services for CYP.

the benefits of raising awareness around CE and ensures all public services understand how to recognise risks factors where they occur, how to report and monitor these and how to work in partnership to support CYP and reduce associated risks. One such risk for example is a CYP having repeat missing episodes.

Partnership working and collaborative commissioning will be key to ensure a whole system approach is taken to transforming CYP CE and missing from home/care provision.

The Strategy has been developed around national guidance and policy which support system transformation and will ensure local policies and commissioning are based upon best practice.

A local joint protocol is in place across Staffordshire and Stoke-on-Trent to outline the Police and LA's responses and responsibilities in relation to missing children. This will be

Race	Children, young people and family members (CYP&F) whose first language is not English or do not speak English; CYP&F from diverse cultural backgrounds; Asylum Seekers and Refugees; Gypsies and Travellers; Groups and organisations that represent, support and/or work with CYP&F from different race, colour, nationality, ethnic or national origins. A commissioner needs analysis in early 2021 showed 14.1% of children	The CE Strategy and future commissioned service will prioritise key outcomes to ensure our CYP&F and carers are able to equitably access quality information, advice and guidance and services which best meet their needs at a time that is right for them. Use of digital resource will be supported within the service, giving children choice about how they are supported and access services. All will operate within Accessibility Legislation guidelines.	By not recognising specific cultural needs in redesigning services and pathways the model of provision could potentially isolate groups further. BAME communities can face additional vulnerabilities and risks affecting black and minority ethnic CYP. These are outlined by The Children's Society, Victim Support and the NPCC in their 2018 report Supporting Black and Minority Ethnic Children and Young People Experiencing Child Sexual Exploitation[3]. CYP from different ethnic groups are likely to have different levels and experiences of CE and missing episodes. It is vital that support and services are cognisant of these and are accessible	the framework that the new service operates within. The Strategy seeks to ensure timely interventions for hard to reach communities by providing culturally sensitive services and information and considering the most appropriate access routes for such groups. In commissioning new services, we will embed KPIs into contractual arrangements which respect ethnic diversity and strive to achieve equality in relation to positive outcomes for all CYP. In transforming CYP CE and missing from home/care services consideration will be given to the local population demographics and their needs, with appropriate actions taken accordingly to enable IAG and service access to support as necessary. Consideration has also been built into recent contractual requirements in commissioning services that are culturally

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[3] https://www.csepoliceandprevention.org.uk/sites/default/files/cse_guidance_bame.pdf

Protected characteristic	Needs analysis / data	Evidence & insight	Issues / impact	Actions / our response
	who went missing in Staffordshire or Stoke-on-Trent between April 2019 and March 2020 identified themselves as of either mixed race, black, Asian or other. The needs analysis also found that the data indicates that young people of Black, Mixed and Asian heritage are over-represented in Multi Agency Child Exploitation Panels than in the general population. Those of Mixed and Black heritage are particularly over-represented.		to all Staffordshire residents and communities.	sensitive. For example, that resources and service information is available in a range of languages. We will make effective links to SCC commissioned services that also support BAME communities specifically, drawing on their expertise and experience. Examples include The Amity Hub for unaccompanied asylum seeking CYP and also the Syrian Refugee Programme. We will ensure that workforce development plans are developed to meet the needs of those from culturally diverse backgrounds (including for commissioning, service delivery and through our partnership-led Place Based Approach (PBA); We will work with our service providers to identify any training and development needs to enable staff members and volunteers to meet the needs of CYP&F from diverse cultural backgrounds.
• Disability	CYP and family members with a physical and/or mental impairment or	We have robust evidence and insight from our needs analysis and links with the All Age Disability Strategy	Access to existing services may not always be equitable to this cohort and awareness of CE and	The priorities for transformational change identified in the Strategy will lead to the provision of services

with support needs with regard to CE and/or missing episodes. Groups and organisations that represent, support and/or work with CYP&F with a physical and/or mental impairment. Our research suggests CYP with disabilities are three times more likely to be abused than children without a disability. Other high-risk groups include children with learning difficulties/disabilities, children with speech and language difficulties, children with health-related conditions and deaf children.[4] A 2021 needs analysis of a current	which reinforces the need to focus on the needs of children and young people with co-morbidities and work with their carers. Transformation plans will ensure inclusion and representation from CYP, including those with disabilities, who will play an active part in service design. Services will be more accessible to all, including those CYP with special educational needs and/or disabilities. Better outcomes will be achieved if services and pathways reflect and ensure improved integration across social care, health and education. The service will operate in line with SCC's Preparing for Adulthood Pathway.	missing risks may need to be raised. Increasing awareness of risks and the process for accessing support if it is required could lead to CYP, parents/carers and professionals gaining evidence-based advice in a timely way. In turn this should ensure that CYP are not exposed to CE or missing episode risks unnecessarily.	which offer the right level of support to our CYP at the right time for them. We believe that this will better meet the needs of our CYP and will lead to improved outcomes for all CYP including those with disabilities, SEND and complex additional needs. Pathways and services will be appropriately aligned and are consistent for all CYP, irrespective of age, gender, race, religion or residence within Staffordshire. Information about services will be available through the Local Offer Website on Staffordshire Connects. Service information and promotional materials will be available in a range of formats.

4 https://www.healthysurrey.org.uk/__data/assets/pdf_file/0014/217040/Child-Exploitation-Guidance-Assessment-and-Intervention-Toolkit-updated.pdf

• **Sex/Gender**	CCE pilot service also demonstrated that white British males with a learning disability are over-represented within the service. Male and female CYP&F Groups and organisations that represent support and/or work with CYP&F. We know from our needs analysis combining Stoke and Staffordshire's MACE data suggests there is an 50/50 split between males and females being discussed at panel. When looking at annual data for 2019/20 in relation to missing children 57.3% were males compared to 42.3% females in Staffordshire.	Collaborative commissioning across local authorities and the Police and Crime Commissioner will ensure effective use of intelligence and resource. Support mechanisms for prevention, earliest help and intervention models will be geared up to effectively meet the needs of all CYP&F who are experiencing/at risk of CE and repeat missing episodes. Our approach encourages community capacity building and supports the delivery of the partnership-led PBA. This will support the sustainability of groups that work with and support males and females who are experiencing/or at risk of CE and repeat missing episodes.	If preferences for IAG, communication and support mechanisms vary between males and females and this is not taken into account there may be limited engagement with some CYP&F; Lack of understanding of particular needs and existing support mechanisms for males or females could prevent issues from emerging or could lead to their needs escalating; The successful implementation of our aspirations for transformational change is closely linked to the close collaboration of partners and in the integration of services, supported through the partnership-led PBA. Issues which may	All service-related resources will be clear, concise and appropriate for use by any gender/sex. Support via services will be bespoke and tailored to the needs of the CYP, therefore it will be intuitive by nature and can be flexed to reflect sex and gender. All services and support mechanisms work in a non-bias way without any stereotyping, CYP and their individual needs are the focus for support information and guidance that is provided across the partnership system. Engagement with any relevant groups that work with, represent and/or support males or females in the development of the partnership-led PBA, digital solutions and proposals.

			challenge effective partnership working and delivery of the PBA may reduce the positive impact of the delivery of our transformational change programme.	Use of an auditing and contract monitoring processes will measure how effectively cultural and diversity, sex and gender issues are taken into consideration within the transformed model, and compare with data from previous models, to identify any significant change.
• Age	All ages – specifically CYP aged up to 18 years and their family/carers who support CYP (whole family approach) Groups and organisations that represent, support and/or work with CYP&F of different age groups A needs analysis told us that the most common age for children to go missing is 16 in Staffs (making up 24.3% of missing young people) and 17 in Stoke (24.5%). There is a clear	There are clear benefits in ensuring that CYP are taught about exploitation and are aware of what could make them vulnerable to CE, have access to the key messages for how to get support and who to speak to if they are concerned, as well as access to robust advice and guidance. Raising the awareness of CE and missing episodes through IAG and activities will help to breakdown the stigma attached to it. It is important that CYP are supported and not criminalised or wrongly accused without wider consideration of CE.	Adverse childhood experiences and adolescence pressures are likely to have a detrimental impact on CYP in later life, particularly if their needs are not adequately met at the earliest stage. Our needs analysis in relation to the Strategy cross-referenced a number of datasets indicative of vulnerability to see how many children were present on multiple occasions. Just over one thousand children were present in two or more populations. Of these 738 were present in 2 populations, 179 in 3 populations, 67 in four	The Strategy seeks to address the need for a coherent approach to CE. Endorsed by the SSCB, the vision is to work in partnership to prevent CE from happening and, where it does happen, to ensure that victims are supported and perpetrators are held to account for their actions and face the full extent of the law. This approach is an age-less one to ensure that all CYP are able to access support where required. The Strategy prioritises improving outcomes for CYP. Wherever possible intergenerational work will be promoted, particularly through the focus on parent/carer, family and community support.

	transition period from 14 yrs onwards that mark the highest number of young people going missing. This data will provide ongoing intelligence enabling us to shape services and the support on offer to ensure that it is age appropriate and targeted.	Contextualised safeguarding is also a factor for consideration when considering age and wider influences on a CYP. The focus on managing transition from children's youth justice/offending/prevention services to adult services has the potential to have a positive impact on how CYP are perceived and the level/nature of support they receive. Understanding the age profiles related to missing allows partners to plan effective prevention work and campaigns.	populations, and 30 in 5 or 6 populations. Parents may not always recognise the signs that their child/children are at risk of exploitation or are being exploited and may need advice and support to understand this and help reduce associated risks. Inter-familial risks associated to CE must also not be ignored.	Similarly, peer support systems and 'lived mentor' experiences are to be explored as additional mechanisms to age-appropriately engage with CYP effectively. It is anticipated that these will be formalised via future commissioning intentions. Staffordshire's Children's System Transformation Plans and our Place Based Approach will support the delivery of transformational change and will seek to ensure that child exploitation and missing levels reduce in Staffordshire through formal and informal networks. We will maximise opportunities for raising awareness of CYP's exploitation and missing episodes through wider awareness and training programmes in community, schools and youth settings.
• **Religion or Belief**	CYP&F of all religious and philosophical beliefs (including lack of belief)	The 2012 National Action Plan to tackle child abuse linked to faith/belief [5] outlines 4 key objectives that are also relevant to	If future service models are not sensitive to the religious and philosophical beliefs of the local population(s) they may	Engagement with CYP&F and relevant groups that work with, represent and/or support CYP&F of religious beliefs in the local population(s) on the design and implementation of access points.

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[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/175437/Action_Plan_-_Abuse_linked_to_Faith_or_Belief.pdf

	Groups and organisations that represent, support and/or work with CYP&F of different religious or belief groups (e.g. Mosques, churches)	CYP's exploitation. These are: - Engaging communities - Empowering practice - Supporting victims/witnesses - Communicating key messages. A co-ordinated service offer and partnership infrastructure will enable the delivery of all of the outlined objectives.	limit access to support for some CYP&F. There is a risk that staff members and volunteers will not have the necessary skills and/or awareness to identify and work with CYP&F of all religious beliefs in the local population(s) therefore potentially reducing the positive benefits;	Build upon community champions already in place within the currently commissioned service to foster relations and information sharing across communities. The new commissioning approach will help to foster good relations between CYP&F from different religious and philosophical beliefs, building on community capacity and resilience. Our change proposals are intended to improve the outcomes of CYP and their family members regardless of their religious or philosophical beliefs (including lack of belief).
• **Gender Reassignment**	All CYP&F undergoing the process of transitioning from one gender to another; CYP&F whose gender identity does not correspond with the sex assigned at birth (whether or not they are transitioning); CYP&F who identify	The transformation proposals are intended to improve the outcomes of all CYP and their family members in Staffordshire and Stoke on Trent, including transgender people	If future service models are not sensitive to the issues relating to gender reassignment they may limit accessibility for some CYP&F to access support. There is a risk that staff members and volunteers will not have the necessary skills and/or awareness to identify, commission and work with CYP from all	Engagement with CYP&F and relevant groups that work with, represent and/or support CYP&F from all gender family backgrounds on the design and accessibility of future service models; Appropriate learning, development and resources will need to be available for staff members

	Definition			Actions
	as 'trans' or 'transgender' Groups and organisations that represent, support and/or work with CYP&F undergoing the process of transitioning from one gender to another and / or identify as 'trans' or 'transgender' and / or whose gender identify does not correspond with the sex assigned at birth		gender groups in the local population(s) therefore potentially reducing the positive benefits of our change proposals:	and volunteers through workforce development plans to identify the needs of transgender CYP&F and take appropriate to support their needs.
• Sexual Orientation	Lesbian, gay and bisexual people and those questioning / exploring their sexual orientation. Groups and organisations that represent, support and/or work with LGBQ people.	The transformation proposals are intended to improve the outcomes of CYP and their family members regardless of their sexual orientation; Providing bespoke and targeted support the all CYP will ensure holistic information, advice, guidance and support to LGBQ CYP and/or their family members thereby improving outcomes and reducing the escalation of needs;	Service access and referral points may not be sensitive and adaptable to the needs of LGBQ CYP&F, therefore risking barriers to access and effective support. Limited engagement with groups and organisations that work with and support LGBQCYP&F may limit the experience and knowledge of service staff/volunteers.	Engagement with CYP&F and relevant groups that work with, represent and/or support LGBQ CYP&F on the design and implementation of services, where appropriate. As part of local asset mapping, gather an understanding and strengthen links with and between any relevant community groups and organisations. Engagement with any local groups to promote effective prevention and early help for LGBQ CYP&F to understand

	Community capacity building and through the partnership-led PBA, the sustainability of local groups and organisations that work with and support LGBQ CYP&F could be promoted. The voice of LGBQ CYP&F could be promoted throughout the partnership-led PBA, local and county-wide commissioning and local service delivery.		potential additional capacity building needs; Use our existing auditing and contract monitoring processes to measure how effectively cultural and diversity issues are taken into consideration within the transformed model, and compare with data from previous model, to identify any significant change where possible. Ensure appropriate learning, development and resources available for staff members and volunteers to identify the needs of LGBQ CYP&F and take appropriate action if gaps are identified.
• Pregnancy and Maternity	YP and family members that are pregnant, expecting a baby and during the period following birth Groups and organisations that represent, support and/or work with YP and family members that are pregnant, expecting a baby and following birth (e.g.	The proposals are intended to improve the outcomes of CYP and their family members, including babies, people that are pregnant, expecting a baby and following birth. The whole family approach will reinforce that there are mutual benefits to ensuring that CYP and parental outcomes are met and managed in an integrated way.	Service access and referral points may not be sensitive and adaptable to the needs of YP and family members that are pregnant, expecting a baby and during the period following birth who present with issues that are linked to CE and/or missing episodes. Strong links are required across multiple organisations and sectors	The Strategy seeks to ensure that provision is in place across the life course of CYP. As part of local asset mapping, gather an understanding and strengthen links with and between any relevant community groups and organisations; Appropriate learning, development and resources available for volunteers and staff members to identify the needs of

groups working with teenage parents) Ante and post-natal health and care services will require targeted and specific planning.	Taking a whole family, approach and providing support to CYP that are pregnant or following birth will ensure that the individual feels supported in a way that accommodates their individual circumstances and needs. Linkages across health, education, early years partnership organisations will enable flexible support options too where they are required, subsequently improving outcomes and reducing the escalation of needs; The approach will support community capacity building in ensuring that there are positive support structures in place across community settings to support families and those that are pregnant or are young parents that have been or are at risk of CE.	to effectively support a CYP wo is pregnant or a young parent. Understanding of the wider landscape and referral routes to specialist services will be essential. There is a risk that staff members and volunteers will not have necessary skills and awareness to identify and take appropriate action in relation to meeting the needs of people who are pregnant, expecting a baby or following birth. Support will need to be flexibly delivered and be bespoke to the CYP. The successful implementation of our aspirations for transformational change is closely linked to the close collaboration of partners and in the integration of services, supported through the partnership-led PBA. Issues which may challenge effective partnership working and delivery of the PBA may reduce the positive impact	people who are pregnant or following birth and take appropriate action (e.g. signpost to relevant services or provide EH); Continued commitment, communication and support by SCC to working with partners locally to support the partnership-led PBA, to promote effective prevention and earliest help together.

			of the delivery of future services that support CE and missing episodes.
Marriage and Civil Partnership The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships in relation to employment issues.	CYP at risk of CE and/or missing episodes and their parents/carers(that are married or in a civil partnership who support such CYP).	The importance of marriage and civil partnership as a determinant of individual and community resilience is well recognised.	If future service models are not sensitive to the issues relating to marriage and civil partnerships they may limit accessibility for some CYP&F to access support.	Engagement with CYP&F and relevant groups that work with, represent and/or support CYP&F from all family backgrounds on the design and accessibility of future service models.
Impact on SCC Staff If the proposal affects SCC staff, consider the workforce profile compared against the protected characteristics pre and post change; the impact of job losses, available support for staff, and HR protocols.	N/A	N/A	N/A	N/A

Evidence Base: (Evidence used/ likelihood/ size of impact)

We know that child exploitation can have a devastating impact on children and their families. We also know that to prevent it we need a workforce that is well trained, skilled and confident. Professionals from all agencies will need to be equipped to undertake this work and recognise, for example, the vulnerability of children who go missing from home, school or care settings.

Our approach to child exploitation encompasses child sexual exploitation, child criminal exploitation and, where there are links to child exploitation, gangs, county lines, knife crime, radicalisation, youth violence, modern slavery and child trafficking. The strategy recognises and addresses the risks and vulnerabilities faced by children who go missing and those who are victims or witnesses of domestic abuse.

The 2019 Strategy will aim to achieve three **overarching strategic outcomes**:

- Children and young people are not victims of Child Exploitation
- Children and young people are protected from Child Exploitation by parents / carers, communities, professionals and businesses
- Children, young people and adults are not perpetrators and / or groomed to facilitate Child Exploitation

(The strategic objectives will be supported by operational outcomes).

The commissioning of future services will enable the Council to deliver the right system of services to meet a child/young person's needs. This will ensure the child/ young person and their families have both the information, means, resource and intervention/ support which allows them to fully access or be facilitated in accessing the support that they require.

Child Exploitation Strategy: www.ssscb.org.uk/wp-content/uploads/2020/08/Child-Exploitation-Strategy-FINAL.pdf

Working Together to Safeguard Children: https://www.gov.uk/government/publications/working-together-to-safeguard-children–2

National action plan to tackle child abuse linked to faith or belief:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/175437/Action_Plan_-_Abuse_linked_to_Faith_or_Belief.pdf

Statutory Guidance on children who run away or go missing from home or care:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/307867/Statutory_Guidance_-_Missing_from_care__3_.pdf

Data Sources

An analysis of local data to inform the development of this strategy. SCC cross referenced a number of datasets indicative of vulnerability to see how many children were present on multiple occasions. A case file review was undertaken of those children who were identified within 5 or more populations, to validate the data and to test the validity of our findings.

SCC now have 12 months' worth of collated data linked to the MACE panels that run across the districts, coordinated by our CSE Co-ordinators. This data enables us to see the number of CYP discussed at MACE panels, district breakdown, gender, age and living arrangements. The frequency of CYP discussed at panel (if more than once in a 12-month period) and as well as the type of exploitation that is dominant and with risk level are also captured. It is data such as this that has informed a Staffordshire specific needs analysis. This has then been shared to support a larger scale, independent needs analysis that includes both Staffordshire and Stoke-on-Trent data in relation to missing children and child exploitation that includes performance data from our currently commissioned CSE and Missing service.

Engagement and participation of CYP, Professionals and Parents.

Engagement linked to the recommissioning of services has been completed diligently and has included:

- Direct engagement work (using a scenario based to explore the issues linked to missing children and exploitation) to get the views of children. 20 children approximately were part of this via either group or individual work.
- A survey for parents/carers: "Improving what we do and what we offer" was circulated to parents and carers of children in Staffordshire and Stoke-on-Trent seeking their views on support and advice that they would like to be offered. 206 parents and carers responded in total.
- A survey for professionals to gather their views and understanding of issues in relation to exploitation and vulnerable young people. 222 respondents in total.

Engagement with young people remains a key priority of this piece of commissioning therefore it is intended that a group of young people will write and evaluate the participation question that makes up the tender pack that Providers will respond to if they opt to bid.

More broadly and given the sensitive nature of asking CYP about CE where they may have had personal experience of this we have sought guidance from a range of local professionals (including those experienced in youth participation) as well as national views from the NWG. Community and voluntary organisations have consulted with young people along with statutory agencies in relation to the Strategy. An example of this took place in 2018 when Staffordshire Youth Commission undertook consultation with young people in relation to five priority issues that they identified as affecting their peer groups and communities. These priorities included knife and gang crime, abuse and child sexual exploitation and community breakdown. Findings included that young people may not know who to speak to if they need support, for example if they need help to leave a gang and there is a lack of awareness of support networks. In relation to CSE and abuse, responses suggested that young people may not report an incident as a result of shame or fear and the associated stigma.

The overall likelihood of the benefits being achieved is high as is the size of impact, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

Health and Care – Use this section to determine how the proposal will impact on resident's health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area (Areas highlighted are suggestions only and there may be other	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations

impacts in these categories)				
Mental Health and Wellbeing Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?	All CYP&F including CYP&F experiencing or at risk of CE/missing episodes who also have mental health issues.	Recognition that emotional wellbeing and mental health can be a predominant cause and impact of CE and missing episodes. Close partnership working with CAMHS system services will ensure timely referral for specialist services where it is required but will also proactively support the 'team around the child' approach to services where there may be multiple involvements from specialist professionals. If CYP, families and professionals are provided with early help, advice and also guidance relating to exploitation then it is intended that the prevalence will reduce along with any associated risks. Trauma and adverse childhood experiences linked to CE should also reduce and these can be associated with long term mental health struggles into adulthood.	There is a risk that staff members and volunteers may not have the necessary skills and awareness to identify and take appropriate action in relation to meeting the needs of CYP&F with mental health issues to prevent needs escalating. There is a risk that parental mental health support will not be available or may have limited capacity to meet the needs of CYP&F. Levels of mental health prevalence vary in different localities, therefore adding additional pressures to local provision. Referral mechanisms differ in North and South Staffordshire and understanding of these will be required. CYP&F with mental health issues may not wish to engage in provision which may result in issues escalating and requiring specialist input.	Establish linkages and strong partnership relationships with CAMHS services. Facilitate opportunities to deliver training to CAMHS teams and to develop awareness and understanding of CE within Health services. Linkages will support the understanding of local need in districts, referral pathway intricacies and also waiting lists. Establish links with adult mental health service so that wider parent/carer mental health support can be facilitated where necessary. Appropriate learning, development and resources available for volunteers and staff members to be sensitive to the needs of CYP&F with mental health issues and to signpost / take action as necessary to promote prevention, earliest help and Early Help. Continued commitment, communication and support by SCC to working with partners locally to support the partnership-led PBA, to promote effective prevention and earliest help together.

Healthy Lifestyles Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?	All CYP&F (including CYP&F with needs or issues relating to their lifestyle (such as substance misuse, sexual health issues and obesity)	SCC commission other health services for CYP (0-19 service, child weight management service, family support services emotional health and wellbeing services, stop smoking in pregnancy, aiming high and specialist SEND service for example) so close links can be easily established to ensure that CYP get the right support along with their family where it is required.	Pressure of CYP mental health services can result in long waits for assessment and support which can result in increased need and complexity of need	Close commissioner links across the Families & Communities Commissioning Team and more widely across partnerships means that services are aware of those that inextricably linked. Regular communications and resource sharing that has taken place since C-19 have proven this to be the case.
	Staffordshire's 2020 Health and Wellbeing JSNA states that "Two thirds of Staffordshire's young people do not achieve a core level of attainment by the time they leave school,		There are often specific criteria for all of the aforementioned services so it can be complex to map how you refer and when. Geographical differences in service provision can exist across the districts in Staffordshire.	

	impacting on future health outcomes."	N/A	N/A	N/A
Accidents and Falls Prevention Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?	N/A	N/A	N/A	N/A
Access to Social Care Will the proposal enable people to access appropriate interventions at the right time?	All CYP&F (including those with earliest help, early help and specialist support needs)	Where there are concerns for a CYP's welfare then SSSCB protocols will be fully adhered to. Where a CYP&F is already known to social care then the service will work intuitively with them to provide specialist Ce support. For example, if there is an established relationship with a social worker then the service will resource this worker to deliver CE support to the CYP rather than introducing an unfamiliar professional.	Information systems don't always enable speedy checks across social care and partner case recording systems.	Data sharing agreements agree to support SCC, SoT CC and Police the share data effectively with our current commissioned service. SCC are presently finalising permissions and access to the FIDO database for the currently commissioned service and we would look to build this into any future commissioning too so that the information within a FIDO report can be utilised where necessary to establish whether other services are involved with a family or CYP. Commissioners and service providers link directly with operational staff via governance arrangements for missing and CSE services, MACE panels and annual service reviews. Any highlighted issues are therefore speedily identified and remedied.

Independent Living Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?	All CYP&F Care Experienced Young People	There will be no negative impact on a CYP's ability to live independently.	At times independent living can present challenges for CYP so it may be necessary to be aware of wider support avenues linked to housing, DWP, education etc so that an individual's needs are met in a holistic way.	Close linkages with social care enable opportunity for concise pathway planning where required. Support in relation to CE is not in any way linked to whether someone lives independently or with family/friends/carers. The level of support is determined by the frequency of missing episodes, the risk level associated with any behaviours or situations, the wider support available but also statutory agency intelligence and involvement.
Safeguarding Will the proposal ensure effective safeguarding for the most vulnerable in our communities?	Vulnerable CYP	It will ensure effective safeguarding of vulnerable CYP, in line with the SSCB process linked to CE and missing. [6]	This is still a relatively new process so there may be some uncertainty around processes, pathways and completion of the RFM by some professionals. CE and all that it encompasses needs continuous 'promotion' across all agencies and partners to ensure that people understand what it is and how to keep CYP safe by accurately recording/reporting it.	C-19 de-railed the planned launch of the CE Strategy in April 2020. This launch has taken place now via M-Teams over 2 sessions. The events have gone a long way to beginning to raise awareness to the issue but also the associated processes for reporting it.

[6] https://www.ssscb.org.uk/working-together-to-safeguard-children/child-exploitation/vamap/

Evidence Base: (Evidence used/ likelihood/ size of impact)

The independent needs analysis that includes both Staffordshire and Stoke-on-Trent data in relation to missing children and child exploitation.

Catch22 performance data (quarterly and annual trend data) that includes the current CSE and Missing service as well as a CCE pilot which is being delivered via a commissioning arrangement between C22 and the Staffordshire's Commissioners Office.

JSNA Emotional wellbeing needs of children and young people in Staffordshire :
https://www.staffordshireobservatory.org.uk/documents/Health-and-Wellbeing/Emotional-wellbeing-JSNA-July-2018-FINAL.pdf

JSNA Health and Wellbeing in Staffordshire: https://www.staffordshireobservatory.org.uk/documents/Health-and-Wellbeing/Staffordshire-Joint-Strategic-Needs-Assessment-Annual-Update-2020.pdf

The overall likelihood of the benefits being achieved is medium as is the size of impact, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

Economy – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Economic Growth Will the proposal promote the county as a "go to" location for business, and make it easy for businesses to start up, innovate and expand?	N/A	N/A	N/A	N/A
Poverty and Income	N/A	N/A	N/A	N/A

Will the proposal have an impact on income? Will it reduce the gap between high and low earners?			
Workplace Health and Environments Will the proposal impact on working conditions and the health of Staffordshire's workforce?	People, groups and organisations that work with CYP&F (volunteers and employees)		Flexible models of support
Access to jobs/ Good quality jobs Will the proposal create the right conditions for increased employment in more and better jobs?	Workforce The Staffordshire JSNA for Health and Wellbeing states that "we have higher than average employment in Staffordshire, however annual earnings are below national, and 1 in 10 residents (and 13% of children) live in low	The service is likely to employ local people and to develop a volunteer/mentor programme.	Workforce development and investment in professional training Opportunities to bid for national and local funding pots via provider services will always be supported by SCC where it can benefit Staffordshire residents. Building community capacity and volunteering/work experience opportunities plus employment of local residents.

	income households. "

Evidence Base: (Evidence used/ likelihood/ size of impact)

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Environment

Environment – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire's built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Built Environment/ Land Use Will the proposal impact on the built environment and land use?	All CYP&F Voluntary, community and social enterprise organisations and other partners working with CYP&F	Potentially through community capacity building there may be greater use and sharing/co-locational use of local built environment assets, such as community centres by CYP&F, groups and communities and other partners.	N/A	As part of local asset mapping, gather an understanding and strengthen links with and between any relevant community groups and organisations.
Rural Environment	All CYP&F			

Question				
Will the proposal impact on the rural natural environment or on access to open spaces?	Voluntary, community and social enterprise organisations and other partners working with CYP&F			
Air, Water and Land Quality Will the proposal affect air quality (e.g. vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g. contamination)?	N/A	N/A	N/A	N/A
Waste and Recycling Will the proposal affect waste (e.g. disposal) and recycling?	N/A	N/A	N/A	N/A
Agriculture and Food Production Will the proposal affect the production of healthy, affordable and culturally acceptable food?	N/A	N/A	N/A	N/A
Transport Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on	All CYP&F Voluntary, community and social enterprise	Potentially through community capacity building and promoting greater access to support within local communities there may be a reduced requirement to	Risk that CYP&F in rural communities may not benefit from potential reduced travel to access support within their local communities as others.	Consideration given to CYP&F and groups in rural settings when developing community capacity and share learning between areas.

walking/cycling opportunities?	organisations and other partners working with CYP&F	travel further distances to access support.\nException of digital support opportunities using phone/ICT technology post C-19 to undertaken.	Risk that without a blended approach to face to face and digital support some CYP would not engage and would be without the support they require.\n\nRisk that during and post C-19 there will be a reluctance to use public transport.	Continued commitment, communication and support by SCC to working with partners locally to support the partnership-led PBA and community capacity building, to promote collaboration.\n\nAs part of local asset mapping, gather an understanding and strengthen links with and between any relevant community groups and organisations.\n\nSCC to continue to explore how a blended approach to digital and face to face support for CYP can be used to effectively meet need.
Noise\nWill the proposal cause disruptive noise?	N/A	N/A	N/A	N/A

Evidence Base: (Evidence used/ likelihood/ size of impact)

JSNA Community Safety Strategic Needs Assessment: https://www.staffordshireobservatory.org.uk/documents/Families-and-Communities/Families/Staffordshire-and-Stoke-on-Trent-Community-Safety-Strategic-Assessment-2018-FINAL.pdf

The overall likelihood of the benefits being achieved is medium as is the size of impact, subject to the necessary mitigations being undertaken in partnership with all relevant stakeholders, monitored and actions adapted as necessary to minimise or resolve potential risks.

Localities / Communities – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning

Leads (DCL's) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Community Development/ Capacity Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?	All Staffordshire and Stoke on Trent communities	A system-wide, partnership approach to CE and missing will require and develop community capacity. As schools and local provision develop their knowledge of CE via training, information sharing and SSCB processes we expect vigilance levels to increase, early recognition of concerns to improve and also for people to feel more confident and skilled in providing CYP with robust, lower level, IAG. For example, a teacher may feel equipped using resources provided to them to deliver a lesson around internet and social media safe usage.	It will take time to upskill, inform and embed the new MACE process and the RFM that sits as part of this. Ongoing changes to any processes will take time to filter out to communities and partnerships.	SSCB publish the MACE panel process and all related documents to ensure clear and concise information is communicated to all regarding the CE process if it is felt that a CYP is at risk. CE Strategy launch in Dec 2020 and recording of information for people to access at an alternative time will help share the message of how to record CE issues/risks, refer for services and also what support is out there to deliver key messages to CYP using considered resources/lesson plans.
Crime/ Community Safety Will the proposal support a joint approach to responding to crime and addressing the causes of crime?	CYP&F in Staffordshire and Stoke on Trent (including those at risk of crime, ex-	The service will work with partners across districts and communities to ensure that it is flexible and can effectively meet local need.	Future commissioning is likely to take a partnership approach, linking the local authorities with the Police and Crime Commissioners Office. By commissioning across a pan-Staffordshire	Work is ongoing in partnership to ensure that services can be effectively commissioned and that pathways for support remain simple and consistent.

			footprint it also supports a considered approach to CE that is consistent across the area.
	offenders, victims of crime) Groups that work with CYP&F and communities to prevent crime and/or promote community safety, work with victims and/or perpetrators of crime and communities in relation to prevention	As outlined in the Strategy, it is intended that all CE will be considered and recognised where CYP are concerned. This will mean that there will be scope to really effectively respond to particular criminal activities liked to an area, to spot trends and needs, to link police intelligence and disrupt activity where possible. Each of these will also help us to ensure that CYP are safe within the communities in which they reside.	
Educational Attainment and Training Will the proposal support school improvement and help to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?	CYP&F in Staffordshire People, groups and organisations that work with CYP&F (volunteers and employees) and potential volunteers and employees	CE services will always seek to support individual CYP but also to educate wider groups of CYP about the risks and signs of CE. This may be done via whole school work, targeted groupwork and also classroom level input. Training and upskilling of teaching staff is available via joint training opportunities too. The CE RFM process is also a clear mechanism for	Schools need to be aware of the RFM, the guidance that sits alongside this and their responsibility to record and report all levels of CE, in accordance with the SSSCB procedures. Currently the number of RFM's coming in from schools is low and therefore further engagement with education settings would be of benefit	Missing from home interviews can be and are routinely completed in school if a CYP requests this. School engagement work will be ongoing and will form part of the preventative work any future commissioned service will do. Launch of the CE Strategy in Dec 2020 hasl further signposted education establishments to the necessary processes and procedures they should follow if they have CE concerns relating to CYP.

		education establishments to identify and articulate risks associated to exploitation of CYP.	Provision of guidance around the reporting of missing CYP has been issued and will be further promoted.
Leisure and Culture Will the proposal encourage people to participate in social and leisure activities that they enjoy?	All CYP&F Voluntary, community and social enterprise organisations and other partners working with CYP&F in relation to social and leisure activities	CYP engagement and participation groups will enable CYP to take part in social events, join discussions and debates, attend training sessions, complete volunteer work if they choose and to also take part in diversionary activities if deemed appropriate.	
Volunteering Will the proposal impact on opportunities for volunteering?	CYP&F in Staffordshire (including potential and current volunteers in the CYP&F system) Individuals in communities who may want to volunteer	The use of volunteers to support the work of partners and commissioned services will always be endorsed. Using the social value element of the commissioning process this can be clearly monitored as part of the annual contract performance monitoring. Training and induction for any volunteers will be of a	Volunteers must be fully 'vetted' and have all necessary DBS checks in order to work either directly or indirectly with CYP. Resource to train, manage and support volunteers needs to be secured.	Links with local University settings in Staffordshire mean that there are often a diverse range of individuals who are keen to undertake work placements and volunteer opportunities in this field. Additionally, they ordinarily come with a theoretical background and knowledge base that supports any direct work they do. Volunteering and work experience can be considered as part of the social value element of any

	Groups and organisations that work with CYP&F and communities that may currently or in the future have volunteers	high standard and within expected guidelines.		commissioning process if agreed as a priority by all parties.
Best Start Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	YP and adults expecting a baby, pregnant and following birth during the early years (0-5 years)	The transformation plan is intended to improve the outcomes of CYP and their family members, including children during the early years, people that are pregnant, expecting a baby and following birth, such as teenage parents, people at risk of domestic abuse	Support may not be sensitive and adaptable to the needs of people that are pregnant, expecting a baby or following birth during early years, therefore risking barriers to access and effective support.	Engagement with people who are pregnant, expecting a baby or following birth during early years and relevant groups that work with, represent and/or support them on the design and implementation of digital solutions, access and support, as appropriate;
	Children aged 0-5	The focus on responding to local needs through effective use of intelligence, could promote prevention and earliest help provision.	Limited engagement with groups and organisations that work with and support people that are pregnant, expecting a baby or following birth during the early years may limit the success of the partnership-led PBA to meet the needs of local populations;	As part of local asset mapping, gather an understanding and strengthen links with and between any relevant community groups and organisations (such as in relation to children's centres and parent groups);
	Groups and organisations that represent, support or work with the above groups.	Taking a whole family approach to interventions could provide IAG and support CYP&F units during the early years, thereby improving outcomes and reducing the escalation of needs;	There is a risk that all volunteers and staff members do not have the necessary skills and awareness to identify and	Engagement with any local groups to promote effective prevention and early help for people who are pregnant, expecting a baby or following birth during early years to understand potential additional capacity building needs;

	The voice of people that are pregnant, expecting a baby and following birth of their child could be promoted throughout the partnership-led PBA, local and county-wide commissioning and local system delivery.	take appropriate action in relation to meeting the needs of people who are pregnant, expecting a baby or following birth during the early years to prevent needs escalating, deliver earliest help and EH. The successful implementation of the proposal is closely linked to the success of the partnership-led PBA, therefore issues in relation to PBA may reduce the positive impact of the proposals.	An intelligence function includes insight (including trends) relevant to those who are pregnant, expecting a baby or following birth during early years to enable effective partnership-led PBA, commissioning and delivery; Appropriate learning, development and resources available for volunteers and staff members to identify the needs of people who are pregnant, expecting a baby or following birth during early years and take appropriate action (e.g. signpost to relevant services or provide EH); Continued commitment, communication and support by SCC to working with partners locally to support the partnership-led PBA, to promote effective prevention and earliest help together.
Rural Communities Will the proposal specifically impact on rural communities?	All CYP&F within rural communities Voluntary, community and social enterprise organisations and other partners	Potentially through community capacity building, the partnership-led PBA and promoting greater access to support within local communities there may be a reduced requirement to travel further distances to access support.	Risk that access to services may not be sufficient in rural communities to have a positive impact on CYP&F in the locality, therefore not reducing the risk of needs escalating.	Support the community capacity building and partnership-led PBA to meeting the mental health needs of CYP&F within rural communities. In developing local service models, consideration should be given to developing community support mechanisms in rural settings which

| | working with CYP&F in rural communities | are accessible and respond to local needs.

Continued commitment, communication and support by SCC to working with partners locally to support the partnership-led PBA and community capacity building, to promote collaboration. |
|---|---|---|

Evidence Base: (Evidence used/ likelihood/ size of impact)

JSNA Community Safety Strategic Needs Assessment: https://www.staffordshireobservatory.org.uk/documents/Families-and-Communities/Families/Staffordshire-and-Stoke-on-Trent-Community-Safety-Strategic-Assessment-2018-FINAL.pdf

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Now transfer the main findings of this assessment to the **'Checklist and Executive Summary'** template. Then both documents need to be approved/signed off by the appropriate people. For CIAs that are going to **Cabinet**, only the **'Checklist and Executive Summary'** should be submitted as part of the **Cabinet Papers**. The full CIA document should be submitted as a **Background Paper**.