

Further Recommendations

1. The value of small, protected, non-statutory caseloads are a significant feature in enabling practitioner's freedom to work flexibly and cannot be underestimated. This should be a fundamental principle in dedicated CCE teams.
2. In response to the exploitation of vulnerable adults, Norfolk is establishing a Vulnerable Adult Risk Assessment Conference (VARAC), which is a forum to discuss adults deemed as highly vulnerable to exploitation. Representation from practitioners or managers working within the child exploitation arena would ensure both children and adults are not viewed in isolation and enhance safeguarding measures.
3. A single recording system should be used for practitioners completing face to face work in this area. Holding information across different systems increases the likelihood of information being missed. In Norfolk multiple systems hold information. For ease of accessibility it is recommended that the children's social care system, such as LiquidLogic, is the central system for holding information. A critical tool in understanding exploitation is the mapping of relationships including victims and perpetrators. This is critical and highly sensitive information and consideration needs to be given to GDPR and safe storage.
4. Agencies must have an outward facing policy reflecting how mapping information is used. An example would be Brighton and Hove who have the attached page on their safeguarding website. <https://www.bhscp.org.uk/adultvulnerability-risk-meeting-avrm/>
5. The Norfolk CCE team was located and hosted by the Youth Offending Team and in the same building as the safeguarding team. The co-location of a CCE Team is imperative. Information sharing between professionals often occurs during informal conversations within the team, with a seemingly unconnected or insignificant piece of information being the 'missing piece of the jigsaw'. As a result of COVID and staff being dispersed working from home it is concerning that interactions will not be taking place at the same frequency and information will not be as readily connected.
6. Information about a young person's National Referral Mechanism status currently sits solely on Police records with no other agency access. Professionals would benefit from the ability to record this in a central place, most usefully LiquidLogic. A 'hazard' 'label' on LiquidLogic should be added which would make it very clear to all professionals, including the Emergency Duty Team (EDT) that an NRM is in place.
7. A strategic Communications Plan would have defined the CCE team and may have helped manage expectations around their work. A clear communication strategy is imperative for any future team prior to its launch.
8. Any subsequent planning of a multi-agency CCE team needs to have a clear implementation and mobilisation strategy which includes adequate investment in the

foundations of the team. Particularly developing a mission statement and understanding various professional backgrounds as examples.

9. It is clear that there needs to be clearly defined management roles and responsibilities, both at a strategic and operational level. Any new team will need additional support and guidance, particularly during the initial stages, and will require a significant level of operational oversight to facilitate all aspects of the team.
10. There needs to be a clearly agreed policy between partners at a strategic level as to how supervision will be managed in the future. In a multiagency team staff should receive regular supervision from their substantive post line manager and regular meetings between the multi-agency team manager, seconded staff and their line manager.
11. Consideration should be given to the management structure and the possibility of having managers from different professional backgrounds. This would help facilitate a truly multiagency response and not be heavily weighted towards a specific profession.
12. The Norwich CCE team was imbalanced in terms of practitioner gender and consideration needs to be given to an even gender balance of team members, which reflects the community in which they work.
13. When thinking about the structure of a new team and who completes the intensive face to face work, job titles and professional roles need to be taken into consideration. The pilot has demonstrated that practitioners' experiences, skills, their understanding of exploitation and ability to engage young people is paramount and not necessarily dependant on professional qualifications.
14. When considering the recruitment of staff it is imperative that young people are involved in the process. Ultimately, being able to engage this client group and their family is the single most important aspect of this work and needs to be at the forefront when recruiting.
15. In addition to being able to engage young people it is imperative that practitioners/managers possess excellent communications skills, in order to negotiate the sometimes difficult and complex world of multiagency working. Professionals working in this environment need to
16. possess the ability to negotiate, reflect and compromise, often whilst in the midst of difficult interactions. Part of working in a successful multiagency arena is the ability to remain flexible, not being bound by profession, in a continually changing landscape. Any recruitment process should have a focused teamwork observation involving a practical task, to test these skills.
17. Practitioners working with young people in such an intensive manner should have access to clinical supervision on a regular basis in order to support wellbeing and avoid practitioner 'burnout'.

18. Whilst professionals often take account of where they live and the area they work, the intensive work around CCE magnifies the importance of this consideration. Future recruitment of practitioners should consider proximity of their home and area of work.
19. Staff safety is paramount and a robust safety policy must be embedded in any future team. Furthermore, staff should receive additional safety training in addition to mandatory council training.
20. Any new CCE team would greatly benefit from having a clinical psychologist attached. A clinical psychologist would aid in coordinating child planning meetings as a case formulation supporting consistency, robustness whilst ensuring that plans are truly trauma informed and not reactive.
21. Responses to relocation/reintegration of young people who have been exploited need to become bespoke tailored packages for each individual young person. There should be greater flexibility to be able to think creatively and not follow the same formulaic process.
22. Partners need to establish an agreed response to housing for those families fleeing CCE.
23. Working with parents/carers and young people as a whole offers a greater likelihood of keeping young people safe and facilitating change. Any future CCE team need to consider what specific separate services and support are offered to parents/carers whose children are being exploited and how this works in conjunction with practitioners supporting young people.
24. At a strategic level consideration needs to be given to greater partnership working and network building with voluntary agencies, employers, entrepreneurs etc, which could offer viable prospects for young people moving forward.
25. The introduction of electronic location monitoring tags for children under eighteen provides additional protective and safeguarding tool, which enables courts to consider viable alternatives to custody. For those young people who meet the criteria a location tag should always be considered.
26. The risk management and contextual safeguarding approach to places such as Court has worked very well and needs to become common practice in this area of work.
27. Youth based outreach work is an essential component in reducing the exploitation of young people in the community and needs to be a staple approach to address CCE.
28. Ultimately, informal education, through conversations exploring emotional development, social development and positive life choices, has been the vehicle practitioners have used to work with young people and any future team should consider these as the founding principles of their work.
29. An agreed methodology to capture outcomes should be in place from the beginning. Desistance is the 'gold standard' in terms of positive outcomes for young people, however, softer outcomes, such as a young person remaining in education, not entering

care, not entering the criminal justice system, reduction in reoffending, missing episodes, increased positive presentation, less Police intelligence or Police contact, safely exiting an exploitative situation would be realistic positive outcomes and should be built into future outcome measurements.

30. Establishing and maintaining links with alternative providers and short stay schools (PRUs) is essential.