



STAY · SAFE
WORCESTERSHIRE
SAFEGUARDING CHILDREN PARTNERSHIP



GET SAFE Strategy

Keeping Children and Young People in
Worcestershire safe from exploitation.

2020 - 2022

Get Safe

Connecting Services to Keep People Safe

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1. Foreword

The Worcestershire Safeguarding Children Partnership is committed to the protection and wellbeing of children and young people, and the GET SAFE strategy is an innovative and child-focused approach to tackling the many forms of exploitation.

The response to child sexual exploitation has been at the forefront of safeguarding activity for some time, and whilst the risk remains there has also been recognition of other concerns that may impact on the safety and security of our young people.

Those risks are explored in detail in this strategy, and it addresses issues both within and outside of the home. This has required a shift in how agencies consider and respond to the safeguarding of children in our communities, and the action plan within the strategy details our response.

We are a learning partnership and GET SAFE has been shaped not only by those agencies and professionals, but also by the children and young people whose lives we must all strive to make safer and better.

I welcome your interest and contribution to this vital issue and commend GET SAFE to you.



**Derek Benson,
Independent Chair WSCP**

2. Introduction

This document outlines the Worcestershire Safeguarding Children Partnership (WSCP) strategy for preventing, identifying and responding to Child Exploitation. It has drawn on evidence of effective practice from national and local research, policy and guidance.

Child Exploitation is a broad term that can describe different types of abuse. A child who is being exploited may experience emotional, sexual or physical abuse. It is extremely complex and can often be hidden, as children or young people involved will on many occasions not recognise that they are being exploited.

Making the transition from the previous approach where the main focus was on Child Sexual Exploitation (CSE) to one which includes all forms of exploitation is a significant shift in both culture and strategic response. We understand that this requires a change in our approach, with a recognition of the importance of contextual safeguarding.

'Contextual Safeguarding' is an approach to safeguarding that responds to children and young people's experiences of harm outside of the home e.g. with peers, in schools and in neighbourhoods.

This form of safeguarding promotes the idea that young people's behaviour, levels of vulnerability and resilience are informed by the social, public as well as the private contexts in which young people spend their time. As young people grow, they spend increasing amounts of time with their peers, independent of carer/parent supervision. During this period of exploration children and young people may be exposed to harmful situations or be vulnerable to abusive and exploitative relationships. To protect them a joint community and professional response is needed to identify the risks. Interventions need to include all the social environments where the exploitation and abuse occur.

This strategy should be read in the context of the significant work already undertaken by partner agencies across Worcestershire in developing the local operational response to Child Exploitation. "GET SAFE" is the Worcestershire name for our multi-agency support and protection for children and young people at risk of exploitation. The GET SAFE Partnership is committed to tackling Child Exploitation and supporting victims and their families who experience this.

GET SAFE stands for:

Gangs
Criminal **E**xploitation
Trafficking
Modern-day **S**lavery
Absent or Missing
Forced Marriage
Sexual **E**xploitation

3. Our Partnership

Governance

The Worcestershire Safeguarding Children Partnership is responsible for providing the governance for our multi-agency arrangements to tackle the criminal exploitation of children and young people in Worcestershire.

As a Partnership we are committed to safeguarding children together. We achieve this through our longstanding ethos of scrutiny, challenge and continuous improvement which drives our activity to improve safeguarding arrangements for children and young people.

The **Key principles** underpinning our safeguarding arrangements include;

- Children and Young People are at the heart of what we do, and we will make a positive difference to their lives
- We will work together with this as our collective responsibility
- We will have a culture of scrutiny and challenge
- We are a “learning partnership” and we will promote best practice
- We will share information in an effective way and use it to intelligently inform our work.

This GET SAFE strategy and the work done in support of it provides an important contribution to the Partnership’s commitment and principles.

We recognise that the Worcestershire Safeguarding Children Partnership operates within a wider partnership framework which collectively contributes to keeping children safe. The connectivity of these various partnerships is essential to the commissioning and delivery of services to support children and young people at risk of exploitation. Further details of this wider framework are provided in section 6 below.

Full details of the Worcestershire Safeguarding Children Partnership (WSCP) working arrangements can be found using the following link:

www.safeguardingworcestershire.org.uk/wp-content/uploads/2019/06/Worcestershire-Safeguarding-Children-Partnership-Plan-FINAL.pdf

Our Vision – Get Safe – Stay Safe

Our vision is to have in place multi-agency arrangements across our frontline services to enable children and young people to **Get Safe** and work together at a strategic level to enable them to **Stay Safe**.

Our Mission

The overall mission for Worcestershire regarding “GET SAFE” is:

- To improve the lives and outcomes of the most vulnerable children and young people
- To work in partnership to identify gaps, avoid duplication and intervene early

4. The Challenge

We recognise that the risks faced by our children and young people today are broad, more complex and often overlapping. We have set out below a summary of the types of risk on which our **Get Safe** programme is focused.

Gangs / County Lines

Gangs tend to fall into three categories: peer groups, street gangs and organised crime groups.

It is common for groups of children and young people to gather together in public places to socialise as **peer groups**. Crime and violence is not intrinsic to the identity or practice of peer groups. Although some peer group gatherings can lead to increased anti-social behaviour and youth offending, these activities should not be confused with the serious violence or criminal activity (such as drug dealing) of a street gang, or criminal activities or an organised crime group.

A **street gang** will engage in criminal activity and violence and may lay claim over territory. They may have some form of identifying structure featuring a hierarchy usually based on age, physical strength, propensity to violence or older sibling rank.

There may be certain rites involving antisocial or criminal behaviour or sex acts in order to become part of the gang. Gangs recruit through deception, intimidation, violence, debt bondage and/or grooming. Sexual exploitation is also used in gangs to:

- Exert power and control over members
- Initiate young people into the gang
- Exchange sexual activity for status or protection
- Entrap rival gang members by exploiting girls and young women

County Lines is a term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs.

Gangs can typically recruit and exploit children and young people to courier drugs and cash either within their area or to another location across the Country. This activity is known as **County Lines**, as dedicated mobile phone lines or 'deal lines' are used.

The national picture on county lines continues to develop but there are recorded cases of children as young as 12 years old being exploited, the majority of referrals into the National Referral Mechanism¹ however relate to the 15-17 age range. Victims of exploitation through County Lines are both male and female, and it is believed that female victims may be underrepresented in the national statistics as females can be seen to be less likely to engage in criminal behaviour than males. Young people with no criminal background are also targeted for exploitation as they are considered by the gangs as less likely to attract the attention of Police.

1 The National Referral Mechanism (NRM) is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support. <https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales>

An **Organised Crime Group** is a group of individuals normally led by adults. Many of these groups are often loose networks of criminals that come together for a specific criminal activity, acting in different roles depending on their skills and expertise. This involves serious and organised criminality, where organised crime can be defined as serious crime planned, coordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain. OCG structures vary. Successful OCGs often consist of a durable core of key individuals. Around them is a cluster of subordinates, specialists, and other more transient members, plus an extended network of associates. Many groups are often loose networks of criminals. Collaboration is often reinforced by shared experiences (such as prison), or recommendation from trusted individuals. Others are bonded by family or cultural ties – some ‘crime families’ are precisely that.

Grooming is when someone builds a relationship, trust and emotional connection with a child or young person, so they can manipulate, exploit and abuse them. Anybody can be a groomer, no matter their age, gender or race.

The grooming can take place over a short or long period of time, and the groomer may also build a relationship with the young person’s family or friends to make them seem trustworthy or authoritative.

Child Sexual Exploitation (CSE)

Child sexual exploitation (CSE) is a form of child sexual abuse where an individual or a group of people take advantage of an imbalance of power to coerce, manipulate or deceive a child (anyone under the age of 18) into sexual activity for which the child receives something they want or need in exchange. This could be food, accommodation, drugs, alcohol, cigarettes, money, gifts or affection. This could also be for the financial advantage or increased status of the perpetrator. A victim may initially think the relationship is consensual.

Children and young people can be groomed online or in the real world, by a stranger or by someone they know - a family member, friend or professional as well as in person, and does not always include physical contact. Young people often trust their abuser and don't understand that they're being abused. They may depend on their abuser or be too scared to tell anyone what's happening.

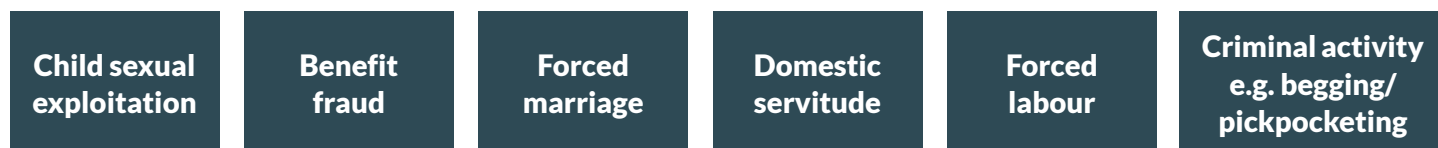
It can be difficult to recognise the warning signs of CSE as they can be similar to the challenges that all parents of teenage or near-teenage children face.

Trafficking and Modern-Day Slavery

Modern slavery encompasses human trafficking and slavery, servitude and forced or compulsory labour. In human trafficking cases, exploitation can take many forms, including sexual exploitation, forced labour, slavery, servitude, forced criminality and removal of organs.

Some people may not be victims of human trafficking but still victims of modern slavery if they have been subject to slavery, servitude and forced or compulsory labour. Human trafficking is not the same as human smuggling. There are common myths about modern slavery, such as misconceptions that UK nationals cannot be victims and that a person cannot be a victim if they reject offers of help.

Children cannot give consent to being exploited therefore the element of coercion or deception does not need to be present to prove an offence. Children could be trafficked for:



It should always be remembered that whatever the reason or circumstances of the trafficking, child trafficking and modern slavery is child abuse and should be dealt with as such.

Absent/Missing

If a child or young person goes missing from home, care or school it can be a worrying time for everyone involved. Missing children may be vulnerable to various forms of exploitation, to violent crime, gang exploitation, or to drug and alcohol misuse.

There are clear links between children and young people who go missing from their home or care settings and exploitation. It is important that when assessing situations such as missing children, that it goes beyond the actual event with a more sophisticated response. Agencies need to be aware of not only focusing on the number of missing episodes a child may have, but also the reasons why these are happening.

Agencies need to consider the 'push factors' on why children go missing which leaves them vulnerable to the different types of exploitation and what can be put into place to reduce the risk. These 'push factors' can include:

Family breakdown

Arguments at home

Peer pressure

Forced Marriage

A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage and pressure or abuse is used. The pressure put on people to marry against their will can be:

Physical

Including threats, actual physical violence and sexual violence.

Emotional and Psychological

For example, when someone is made to feel like they're bringing shame on their family.

Financial abuse

Taking your wages or not giving you any money.

Child Criminal Exploitation (CCE)

This is when children are used by people, sometimes older or in gangs or groups, for criminal activity such as carrying or selling drugs or weapons, running money, involved in robberies or hiding things.

(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

- In exchange for something the victim needs or wants, and/or
- For the financial or other advantage of the perpetrator or facilitator and/or
- Through violence or the threat of violence. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur using technology.

Mental Capacity and Consent - It is acknowledged that victims may lack the capacity to consent or they may be threatened or coerced. They may see the process of grooming as something they have to do to survive and are dependent on the perpetrator(s). Grooming and controlling behaviour is known to have an impact on an individual's mental capacity, especially where exploitation is a factor. Coercion can lead to a person with capacity being unable to make a decision.

The Role of Technology

In today's society we must acknowledge the role technology has to play in the various forms of child exploitation.

Perpetrator's will often use online grooming to exploit children. This can be through social media sites where potential victims can be easy to locate as personal information can be accessed e.g. their home address, the school they attend or where they like to go out with friends. The perpetrator will gain their trust by using these sites to groom children which can result in them meeting up in person and furthermore, being criminally and/or sexually exploited.

Non-contact sexual exploitation will often include the perpetrator persuading or threatening the child or young person, to expose themselves by either sending indecent photographs or using a web-cam feature.

Child Exploitation in Worcestershire

We recognise that as with all other areas there are children and young people in Worcestershire who are being exploited. As of April 2020 partners were aware of 188 children and young people who were being exploited or at risk of exploitation; we are aware however that the true picture is likely to be very different in view of the challenges faced by agencies in identifying cases, and barriers that exist to young people reporting abuse.

The information collected by local partners tells us that of the cases identified within Worcestershire there are more females than males up to the age of 16 years identified as at risk, however for the 16-17 year age group approximately two thirds of those identified as being at risk are male.

A third of all those identified as at risk in Worcestershire did not have any form of statutory child protection involvement, such as a child protection plan or child in need plan. Over a quarter of those identified were considered to be at risk of more than one form of exploitation.

Child Sexual Exploitation (CSE) continues to be the form of exploitation most often identified, however trafficking concerns accounted for a fifth of all cases, and 'county lines' linked exploitation featured in 9% of cases. Partners also identified young people who were involved in gangs and carrying knives or other weapons.

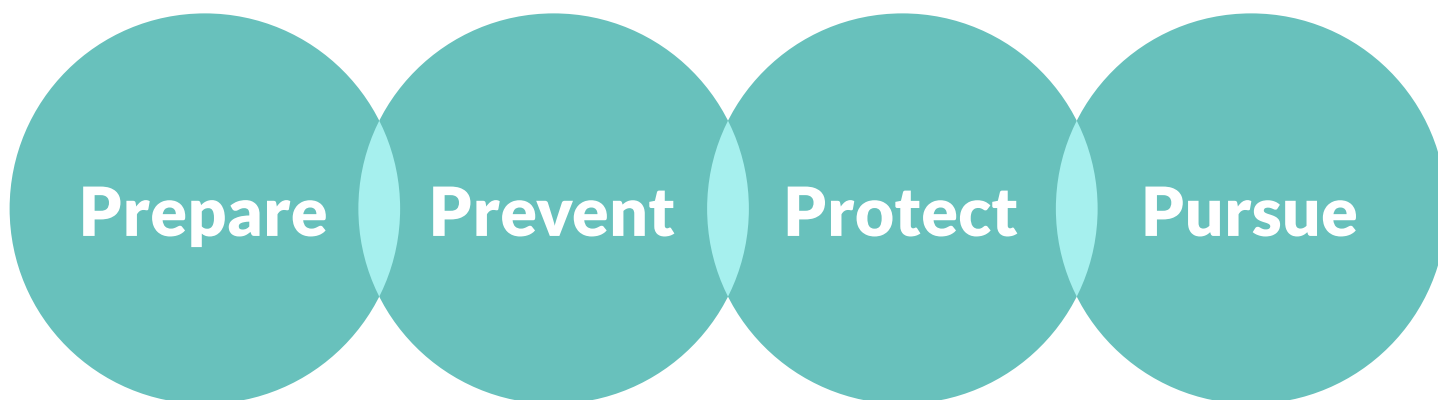
The links between serious organised crime and child criminal exploitation are well documented. We know that serious organised crime across Worcestershire includes the presence of organised criminal groups, drug supply, violence, organised thefts and burglaries, the exploitation of vulnerable persons, modern slavery and human trafficking and fraud. County lines drug supply is known to be a significant element of serious organised crime across Worcestershire, bringing with it violence and the exploitation of vulnerable people including children. Worcestershire partners are aware of a number of county lines networks operating within the county, with links to both the West Midlands and other conurbation areas. Further, the trafficking and exploitation of both young people and vulnerable adults are known to be taking place in a number of these networks.

In relation to Modern Slavery and Human Trafficking, information from partners highlights that concerns exist in Worcestershire about the labour exploitation of foreign nationals by a number of different means. The motorway network within the county also means that those who have been trafficked have found themselves left at service stations within the area.

5. Our Approach

The Worcestershire approach to delivering locally is based on four very clear priority areas with a 'Four P Plan' framework. This provides the partnership with a simple structure for oversight of progress and delivery based on those same priorities. Full details of the actions we are taking to achieve these priorities can be found in our multi-agency action plan ([Appendix 1](#)).

The 'Four P Plan':



Prepare

The Worcestershire partnership recognises that in order to be properly prepared to tackle the different forms of exploitation within the county we must have robust and effective mechanisms to understand the profile of the challenges and risks being faced by local children and young people. This is also important in evaluating the impact of our collective efforts to keep children and young people safe from the various forms of exploitation.

To achieve this, we aim to:

- Ensure there is clear governance and partner responsibility (including meeting various duties) around GET SAFE priorities
- Develop the partnership's understanding of the prevalence of different forms of exploitation in Worcestershire to inform the multi-agency response to children and young people at risk

Prevent

The safety of children and young people is at the centre of our partnership work. We will promote that safety by increasing the awareness and understanding of children, young people, professionals and the public of the risks and threats that exist in our communities. This will support them in taking "preventative" action to reduce the risk of harm and identifying when a child or young person is at risk of or being harmed.

To achieve this, we aim to:

- Provide information and tools to support the identification of indicators of different forms of exploitation; providing and publishing agreed models of assessment; and agreed protocols for the effective sharing of information across the multi-agency partnership
- Increase awareness of different forms of exploitation amongst a range of target audiences utilising examples of best practice, and campaign and communications materials
- Support the early identification of children and young people at risk of different forms of exploitation

Protect

WSCP is committed to recognising and responding to children and young people who are vulnerable to, and victims of exploitation in any of its forms. Our primary goal is to ensure that partner agencies work together to provide support to exploited children, so they are helped, protected and listened to and that perpetrators are held to account for their actions.

To achieve this, we aim to:

- Seek assurance that all relevant GET SAFE related policies, pathways and procedures are in place across Worcestershire, organisationally embedded and complied with as appropriate
- Provide assurance on the quality of multi-agency work to identify, support and protect children and young people who are at risk of exploitation

Pursue

The Partnership will ensure it maintains focus on the targeting and pursuit of offenders to bring them to justice. Our primary goal is to manage the threat and risk posed by perpetrators and to secure justice for, and on behalf of, exploited children.

To achieve this, we aim to:

- Ensure partners have processes in place to identify young people who are being criminalised when they may be victims of exploitation
- Identify perpetrators using regional intelligence, information from all agencies, risk assessing those and targeting the highest harm

6. Our Response

The GET SAFE Partnership Group

Worcestershire's response to tackling Child Exploitation is led by the multi-agency GET SAFE Partnership Group. The group is a sub-group of the Worcestershire Safeguarding Children Partnership (WSCP). Its primary purpose is to develop and co-ordinate the strategic and tactical action plan to support and protect children and young people who may be vulnerable to and experiencing "GET SAFE" risks of harm and contextual safeguarding.

This group provides assurance that there is a robust and effective multi-agency response to children and young people at risk, including young people who transition from children's services to services for adults. It also provides formal governance for the Get Safe Operational Group. The group is directly accountable to the WSCP Executive Group comprising the three statutory Safeguarding Partners. The main aim of the group is to reduce the exploitation of children and young people in Worcestershire.

Working Together to Safeguard Children (2018) states:

"Strong, effective multi-agency arrangements are ones that are responsive to local circumstances and engage the right people. For local arrangements to be effective, they should engage organisations and agencies that can work in a collaborative way to provide targeted support to children and families as appropriate. This approach requires flexibility to enable joint identification of, and response to, existing and emerging needs, and to agree priorities to improve outcomes for children"

The core functions of the group are:

- To develop, share and promote good practice across Worcestershire for those working with/encountering children at risk of exploitation;
- To identify patterns of activity that might reflect the organised exploitation of children and young people in Worcestershire;
- To provide assurance to the WSCP that different forms of exploitation are being actively addressed;
- To seek assurance that practitioners have access to appropriate policies and procedures and training to enable them to respond robustly to risks of exploitation;
- To work with local partner agencies with the aim of reducing duplication and improving local coordination;
- To inform commissioning intentions and provide local challenge in respect of services provided to children and families;
- To co-ordinate delivery of the GET SAFE Action Plan, holding partner agencies to account where necessary, and to keep the WSCP informed of progress;
- To provide support and oversight for the GET SAFE Operational Group to enable delivery of the key components of the Action Plan;
- To take account of any national or regional guidance to ensure that the local response is consistent with current learning;
- To utilise data to identify emerging patterns and trends, and to monitor performance and identify any areas for improvement.

The GET SAFE Partnership Group also works closely with the Quality Assurance Policy and Practice and Procedure (QAPP) Group to ensure that best practice and new learning is shared with practitioners across the partnership.

The GET SAFE Operational Group

The GET SAFE Operational Group hold monthly meetings to identify actions by the partnerships to support frontline practitioners working with children and young people, where they are identified as being Criminally Exploited. The Operational Group has expanded its remit to cover all GET SAFE risks. The group will not only provide direct guidance and action on cases, but collate problem profiling which links into both the GET SAFE Strategic Group and the Serious and Organised Criminal Joint Action Group (SOCJAG).

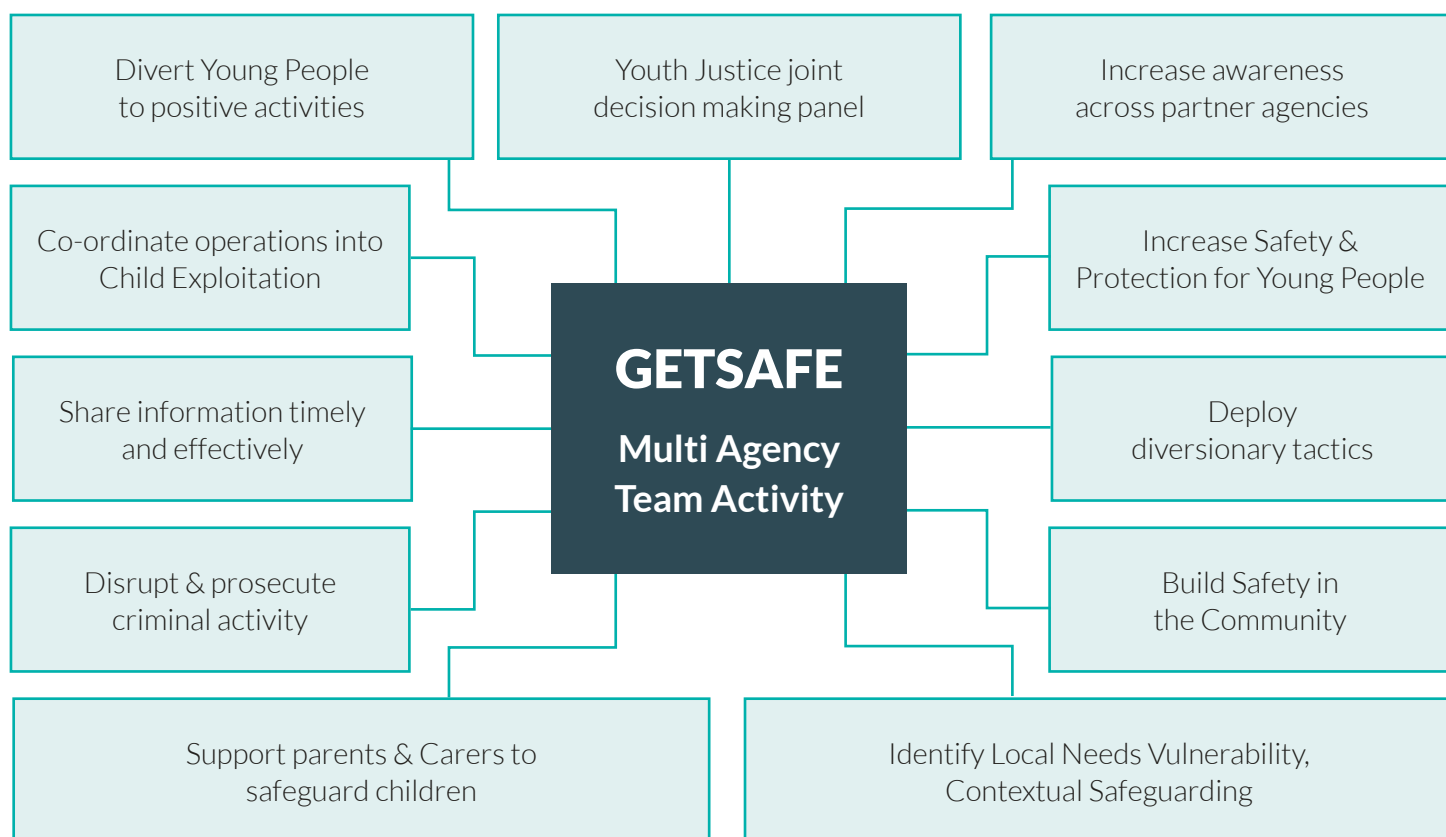
The wider functions of the Operational Group are to:

- Develop multi-agency prevention, protection and disruption responses to issues identified
- Identify current trends of exploitation and abuse across Worcestershire to identify profiles for both victims and perpetrators
- Identify geographic hotspots and the most prolific models of offending
- Ensure multi-agency meetings and forums are “fit for purpose” and promoting the safeguarding of children and young people
- Consider communication strategies and the raising of awareness around Child Exploitation to the public, parents, children and co-workers within all partner agencies
- Ensure the collation and analysis of data to ensure resources are effectively and efficiently deployed
- Provide assurance of the effectiveness of operations to the Strategic Group
- Ensure all agencies understand what the pathways are for referral and registering concern
- Provide the Multi-Agency Panel for case escalation to enable individual cases to receive a high-profile response from partner agencies where MACE (Multi-Agency Child Exploitation) Risk Reduction Plans need additional responses to safeguard the child/reduce the risk.

The Operational Group membership reflects the wider partnership of agencies who have a statutory or active role in the identification of, and/or response to Child Criminal Exploitation in Worcestershire. Membership is flexible within the group to enable a dynamic response to the problem profile that is identified through the functions as described above. The Operational Group reports to the Worcestershire GET SAFE Strategic Group, which oversees the effectiveness of its work and provides a route for escalation of any issues which the Operational Group has been unable to resolve.

The multi-agency GET SAFE Team

The GET SAFE team is a virtual multi agency team of partner agencies who work together to share information to identify risks to children across the wider Child Criminal Exploitation agenda, and ensure they get the right response from services across Worcestershire. They use the intelligence provided to them to help inform community needs and risks and help identify perpetrators, they then share this with those who are tasked to address these. Worcestershire's GET SAFE Multi Agency Team meets weekly in the Multi Agency Safeguarding Hub (MASH).



The members of the team that work together each week include:

- West Mercia Police
- Worcestershire Children First
- Youth Justice
- Education
- Worcestershire Health and Care NHS Trust (on behalf of health colleagues)

There are wider members of the GET SAFE Team who are consulted on specific issues when required and these are:

- Housing Providers
- Probation
- Youth Services

The team also links with other forums including the Worcestershire Community Safety Partnerships, the Channel Panel, Local Policing, Missing Monday's Education meetings, Joint Decision-Making Panel, and Serious and Organised Crime Joint Action Group (SOCJAG).

The role of the GET SAFE Team is very specific; it is to share the received GET SAFE Initial Risk Assessments for children living in Worcestershire and identify the following:

1. The right pathway for that child using the agreed GET SAFE RAG (Red/Amber/Green) system
2. To ensure that Multi Agency flags are agreed and placed on the child's records, enabling the risks or vulnerability to be clear if they come to the attention of professionals across agencies, allowing this to be factored into the professional response and decision making.
3. To build a local GET SAFE profile to inform strategic responses to risk and need.
4. To activate the pathway responses and lead professionals
5. To ensure the right support services are referred to at the earliest opportunity for that child in relation to GET SAFE e.g. GET SAFE worker, Diversionary network, Branch.
6. To review the risk assessment at set periods
7. Escalate RED cases to the GET SAFE Operational Group when there is a higher strategic need for intervention or assistance.
8. Share the GET SAFE profile with both the GET SAFE Strategic and Operational Groups.
9. Provide data on the use of commissioned services to inform future need / demands.

The GET SAFE team shares information in a secure GET SAFE portal where information can be viewed, agencies contribute, and information downloaded to the partners who need to respond. Data is held in the GET SAFE portal to help build a profile for Worcestershire to inform strategic and operational responses. This data set also identifies the needs and scope for specific targeted services and shared with the Operational Group and the Partnership Group.

Information sharing

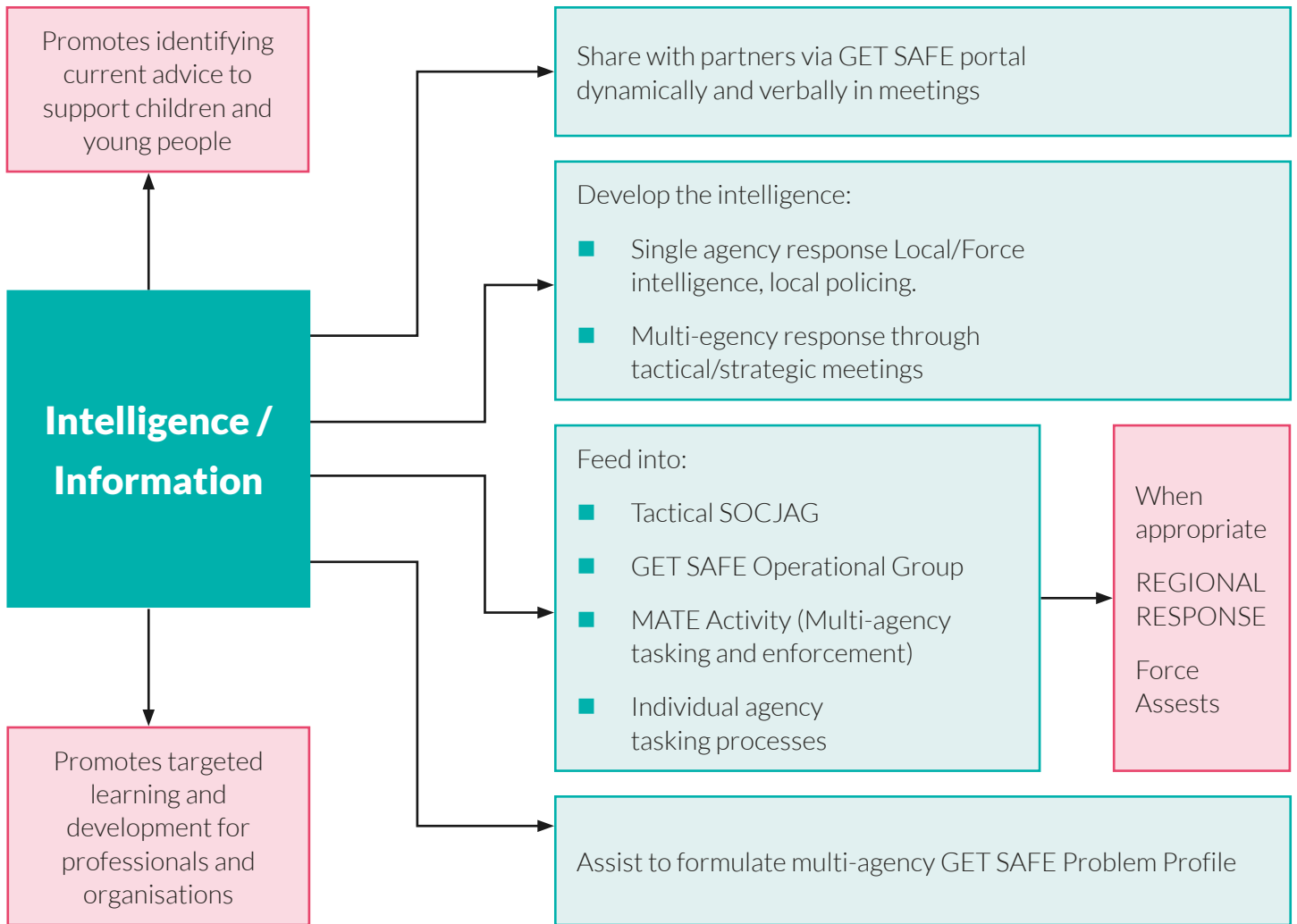
Information sharing is essential to enable early intervention and prevention work for safeguarding and promoting positive welfare. We recognise the importance to our strategy of practitioners sharing information confidently and appropriately as part of their day to day practice. Practitioners need to be aware that there can potentially be significant consequences for not sharing information. It is down to the practitioner's professional judgement whether to share and how much is appropriate, however practitioners must always consider the safety and welfare of a child as the overriding consideration when making decisions on whether to share relevant information about the child without consent. In many instances a failure to pass on information, that might have prevented a child suffering harm, would be far more serious and dangerous than an incident of unjustified disclosure.

The diagrams below show the many forms that intelligence and information can be received and how it is then used:

Sources of Information

Return to home interviews	Multi-Agency strategy discussions	MACE Meetings	Businesses
National Referral Mechanism (NRM)	Police	Safeguarding Pathways	Compact (Missing Person system)
GET SAFE Risk Assessment	Crime Stoppers / Tell Somone	Protect email address	Young People / Carer
GET SAFE Operational Group	Partnership Intelligence	GET SAFE Triage Meeting	Voluntary Sector

This information is then used to:



We encourage practitioners to refer to West Midlands Regional Information Sharing and Confidentiality Procedure for further information and guidance.

<http://westmidlands.procedures.org.uk/pkphs/regional-safeguarding-guidance/information-sharing-and-confidentiality>

Communication

In Worcestershire we recognise the importance of reaching as wide an audience as possible with our 'Get Safe' messages. Raising awareness of child exploitation and the GET SAFE agenda is key to both identifying and reducing the problem and so keeping more young people safe.

“Safeguarding partners should communicate regularly with their relevant agencies and others they expect to work with them”

Working Together to Safeguard Children (2018)

Website

To support that awareness raising, Worcestershire have developed a GET SAFE website which provides information on all areas of exploitation and signposts users to services and support. Anyone with concerns about exploitation can access or be directed to the website.



Information Leaflets and Posters

Posters and leaflets have been created for professionals, parents and children. In Worcestershire we recognised the importance of accessing information easily.

The purpose of creating a leaflet for children and young people was to provide information and signposting to those who may be victims themselves or their peers.

Appendix 1 – GET SAFE Action Plan 2019 – 2021

(Please note – The attached plan has been included to give detail of the actions. The full plan contains details of action owners, timescales for completion, progress and evidence of impact. It is a dynamic document which is regularly reviewed and updated by the partnership. It is through this plan and actions that the strategy is delivered and is therefore key to its success.

Priorities	Key Target Areas / Objectives	
<p>Key Priority 1 – Prepare</p> <p>Overarching priority: To ensure that there are robust and effective mechanisms to understand the profile of different forms of exploitation in Worcestershire and to “prepare” strategically and Tactically to tackle them, as well as to evaluate the impact of our collective efforts.</p>	<ul style="list-style-type: none"> ■ Ensure there is clear governance and partner responsibility (including meeting various duties) around GET SAFE priorities ■ Develop the partnership’s understanding of the prevalence of different forms of exploitation in Worcestershire to inform the multi-agency response to children and young people at risk 	<ul style="list-style-type: none"> 1.1 - Establish an up to date and consolidated problem profile to include different forms of exploitation and use data and analysis to support the strategic assessment of GET SAFE priorities in Worcestershire 1.2 - Develop a multi-agency dataset of KPIs for Get Safe to support trend analysis 1.3 - Consider other Worcestershire and West Mercia criminal justice and community safety governance arrangements to ensure there is co-ordination and consistency in approach to GET SAFE priorities. Complete matrix mapping of strategic and operational activity across the partnership to ensure there is appropriate co-ordination and no unnecessary duplication 1.4 - Hold a partnership conference and workshop to inform a “self-assessment” and develop the GET SAFE strategic objectives and tactical action plans – learning from best practice 1.5 - Update TOR and membership for GET SAFE (Exploitation) Strategic Group 1.6 - Update TOR and membership for the GET SAFE Operational Group 1.7 - Update CSE strategy with Get Safe Strategy 1.8 - Review opportunities for co-location and integration of agencies providing services to children and young people at risk of exploitation

Priorities	Key Target Areas / Objectives	
<p>Key Priority 2 – Prevent</p> <p>Overarching priority: To increase the awareness and understanding for children, young people, professionals and the public in the problems, risk and threats that exist in our communities and enable them to take “preventative” action to reduce risk of harm to children and young people by providing information and tools to support the identification of indicators of different forms of exploitation; providing and publishing agreed models of assessment; and agreed protocols for the effective sharing of information across the multi-agency partnership</p>	<ul style="list-style-type: none"> ■ Increase awareness of different forms of exploitation amongst a range of target audiences utilising examples of best practice, and campaign and communications materials ■ Support the early identification of children and young people at risk of different forms of exploitation 	<p>2.1 - Develop or utilise existing GET SAFE information resources for the public in each area of harm</p> <p>2.2 - Maintain an annual calendar of regional and national events for professionals to develop their understanding of different forms of exploitation</p> <p>2.3 - Complete awareness raising for Counsellors and Strategic Leaders on the GET SAFE agenda</p> <p>2.4 - Develop GET SAFE communications leaflet for young people</p> <p>2.5 - Maintain a virtual library of information for professionals</p> <p>2.6 - Conduct Voice of the Child audits and use the findings to develop multi-agency practice across the partnership</p> <p>2.7 - Provide early help support to young people at risk of Get Safe through PCC Diversionary project</p> <p>2.8 - Co-ordinate the capacity of WMP exploitation and vulnerability trainers in raising awareness with practitioners on the frontline</p>

Priorities	Key Target Areas / Objectives	
<p>Key Priority 3 – Protect</p> <p>Overarching priority: To recognise and respond to children and young people who are vulnerable to and victims of exploitation in any of its forms. The primary goal is to ensure that partner agencies work together to provide support to exploited children so they are helped, protected and listened to and that perpetrators are held to account for their actions.</p>	<ul style="list-style-type: none"> ■ Seek assurance that all relevant GET SAFE related policies, pathways and procedures are in place across Worcestershire, organisationally embedded and complied with as appropriate ■ Provide assurance on the quality of multi-agency work to identify, support and protect children and young people who are at risk of exploitation 	<p>3.1 - Develop a multi-agency pathway, GET SAFE screening and assessment and panel process to support the identification of contextual safeguarding issues and to support frontline workers in providing timely and high-quality services to children and young people</p> <p>3.2 - Ensure that inter-agency safeguarding procedures reflect the needs of practitioners working with the GET SAFE agenda</p> <p>3.3 - Produce regular Missing Children Welfare Return Interview (WRI) analysis reports</p> <p>3.4 - Review the value of developing the WRI within the wider Get Safe agenda</p> <p>3.5 - Pursue a ‘partnership funding’ stream for the continuation of GET SAFE link workers supporting C&YP being exploited (level 4).</p>
<p>Key Priority 4 - Pursue</p> <p>Overarching priority: To ensure we maintain focus on the targeting and pursuit of offenders to bring them to justice. Our primary goal is to manage the threat and risk posed by perpetrators and to secure justice for, and on behalf of, exploited children.</p>	<ul style="list-style-type: none"> ■ Ensure partners have processes in place to identify young people who are being criminalised when they may be victims of exploitation ■ Identify perpetrators using regional intelligence, information from all agencies, risk assessing those and targeting the highest harm 	<p>4.1 - Specialist agencies, such as Youth Justice Service, to provide assurance that assessment tools include reference to the identification of YP at risk of Get Safe County Lines/criminal exploitation</p> <p>4.2 - Ensure the necessary links are in place to enable the robust sharing of regional intelligence to support the identification and tracking of perpetrators and understanding of models of offending</p> <p>4.3 - Develop a “Four P” approach to ensure proactive action is taken to arrest, charge and convict perpetrators of exploitation and to maximise information sharing and enforcement opportunities through the use of all civil orders in order to manage and reduce risk to children and young people.</p>



Get Safe

Connecting Services to Keep People Safe