Bedfordshire
CSE Health Check

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Nomenclature:

CME  Children Missing Education
CSE  Child Sexual Exploitation
CSEG Child Sexual Exploitation Group
CSEP Child Sexual Exploitation Panel
DCS  Director of Children’s Services
LGBTQ Lesbian, Gay, Bisexual, Transgender and Questioning
LNA  Learning Needs Analysis
LSCB Local Safeguarding Children Board
MASH Multi-Agency Safeguarding Hub
NSPCC National Society for the Prevention of Cruelty to Children
YOS  Youth Offending Services
Executive Summary

The NWG Network were asked by partners in Bedfordshire to undertake a Child Sexual Exploitation (CSE) ‘health check’, with specific emphasis on six strategic recommendations which were made in 2015. The NWG Review Team conducted one to one officer interviews and focus groups with key officers’ onsite, and desk top research.

The NWG Review Team found:

- a positive change in culture across organisations and across levels. In such a short space of time since joint working started this is a considerable achievement.
- a shared sense of ownership and commitment to tackle CSE together.
- evidence of an increase in information sharing and utilising information in the monthly CSE Group to understand key areas of risk and disruption opportunities.
- communication campaigns have used the problem profile to inform direction, target audience and outcomes it is seeking
- CSE Single Points of Contact and those working to tackle CSE had built strong relationships and communicated effectively and regularly
- there had been an investment of CSE resources made by organisations’

Recommendations have been made in this report to assist the Bedfordshire CSE Strategic Group in focusing on the next pieces of work and where further improvements can be seen.

- **Governance** – clarification and definition of relationships between strategic groups
- **Strategic Development** – representation at groups by voluntary / charity sector
- **Information Sharing** – regular internal communication
- **Training & Awareness** – CSE to be imbedded into the wider Safeguarding structure
- **Commissioning** – scoping of services and dissemination of that information
- **Parent Engagement** – consider how voice of the parent is heard at a strategic level

It was clear to the NWG Review Team that considerable work had taken place in Bedfordshire over the past 18 months across partner organisations; for that officers and Senior Leaders should be commended.
Introduction
The NWG Network was commissioned in 2015 by the three local authorities in Bedfordshire, to undertake a Pan Bedfordshire review of the county’s response to CSE. The review took place between 9th February – 30th April 2015 and a series of reports were produced and presented to the senior leadership team, outlining a number of recommendations for consideration. In 2016, the NWG were asked to undertake a ‘health check’ following the initial review, the purpose of this ‘health check’ was:

1. To provide independent specialist opinion into the progress of the six strategic recommendations from the Bedfordshire CSE review 2015. In particular, the two critical recommendations of Information Sharing and Training & Awareness
2. To identify the next pieces of critical work that need focus from the Bedfordshire CSE Strategic Group
3. To identify any additional significant gaps which have not already been recognized by partners in Bedfordshire
4. To provide independent specialist opinion into the impact of the current Bedfordshire CSE governance structures in place

Review Timescales and Geography:

- The review took place between Monday 31st October – Friday 4th November 2016
- The review covered the county of Bedfordshire
- The review took into account the work of the six statutory partners; Bedford Borough Council, Bedfordshire Clinical Commissioning Group, Bedfordshire Police, Central Bedfordshire Council, Luton Borough Council and Luton Clinical Commissioning Group

Methodology:

- The NWG Review Team conducted one to one officer interviews and focus groups with key officers onsite, and desk top research

Acknowledgements
We would like to thank partners across the 3 local authority areas in Bedfordshire for inviting the NWG to undertake the initial review in 2015 and to support this work by inviting the Response Team to undertake this ‘health check’. We would like to extend our thanks to participants who contributed to this work, for taking time out of their busy schedules and providing the team with useful and relevant information to inform our conclusions and enabled this report to be written. Acknowledgment must also go to Joy Piper for so efficiently coordinating the team and contributors to the review.
Summary of Recommendations

Recommendation 1: Governance Structures and Their Effectiveness
Clarified Governance arrangements should be considered to define the relationship between the Chief Executives group, the CSE strategic group and the LSCB’s to ensure robust scrutiny and independent oversight.
A mapping exercise of meetings could be undertaken to ensure a streamlined process and establish clear links and lines of accountability.

Recommendation 2: Strategic Development
The CSE strategic group should consider maintaining multi-agency statutory and relevant voluntary sector representation; the structure of the group could be clarified in order to promote a streamlined approach with clear purpose, which could include a review of membership, terms of reference, achievements to date and future plans for further development.

Recommendation 3: Information Sharing
Police representatives should consider regular internal communication takes place between relevant departments in order to provide a full and informed input at the CSEG and the strategic group meetings, including relevant information from missing teams, high tech crime, and cyber units.
Identification of a case supervision model should be considered that is integrated into the wider safeguarding structure.

Recommendation 4: Training and Awareness
Consideration should be given to integrating CSE training into the wider safeguarding structure so that CSE can be considered alongside other vulnerability issues.
It is commendable that significant resource has been allocated to providing training and awareness, however sustainability is another issue for consideration.

Recommendation 5: Commissioning
A scoping exercise may be helpful to understand what services are available locally and where gaps may exist in service provision, so a comprehensive package of support can be commissioned and offered to young people and their families which is informed by their individual circumstances.

Recommendation 6: Parent Engagement
Overall there has been a good start focusing on parents and on the ground and even though this wasn’t part of the review is helpful as an indicator of good practice. It would be helpful if this is embedded at a more strategic level and consider how the voice of parents is heard.
**Governance Structures and Their Effectiveness**

It is evident to the NWG review team that a significant level of activity has taken place over the past 18 months across Bedfordshire to improve the Pan Bedfordshire response to CSE. Commitment and willingness from the senior leadership team is visible in ensuring a coordinated multi-agency partnership approach is adopted across the county.

The senior leadership team are committed to improving the response to CSE and this work is being undertaken with significant additional resource, which is commendable; however, it is important for there to be clear lines of accountability in place to ensure this work can be appropriately scrutinised and with independent oversight. The role of the LSCB’s in providing scrutiny and challenge across the partnership was not clearly evident. Although LSCB’s will be in a transitional period following the Wood review, it is important that there is clear communication between LSCB’s, Chief Executives and DCS’s, for example, in relation to multi-agency training. Whilst communication is strong, lines of accountability are less clear. Collaborative working should be considered to avoid potential duplication of work and overlap in resourcing.

There are a number of meetings in relation to CSE, taking place both at a strategic and operational level, which is positive. It is important that clear links are established between these meetings and the work of each group informs the wider pan Bedfordshire approach to tackling CSE, and should be integrated into the safeguarding structure. Assurance that representation of all relevant statutory and voluntary sector agencies, and the ability to monitor and evaluate impact should be considered. It may be worthwhile identifying opportunities to streamline the work of some of the task and finish groups in order to avoid duplication of work, ensure resources are allocated effectively and that the work is coordinated, such as merging the work of the communication and licensing task and finish group.

**Recommendation:**

Clarified Governance arrangements should be considered to define the relationship between the Chief Executives group, the CSE strategic group and the LSCB’s to ensure robust scrutiny and independent oversight.

A mapping exercise of meetings could be undertaken to ensure a streamlined process and establish clear links and lines of accountability.

**Strategic Development**

Significant additional resource has been identified and allocated to this area of work, further demonstrating the commitment to developing a more robust and comprehensive response to tackling CSE; sustainability of this additional resource could be a consideration for the Chief Executive group and the LSCB’s.
There is a change in culture at a strategic level with more appetite to work collectively and this culture change is evident across the workforce, again a recognisable improvement. The single strategy and action plan should enable a more coordinated response at both a strategic and operational level. It is important to identify opportunities to incorporate the voice of the child in shaping the strategic vision of Bedfordshire’s response to CSE. These opportunities should be meaningful and inclusive, representing the diverse demographics of Bedfordshire.

The development of 3 x MASH is positive in enabling better partnership working at a local level, and there is evidence of commitment to ensure sufficient cross border working also.

The significant increase in police capacity is impressive and should be embraced, as it should allow for a much-needed focus on perpetrator activity. The development of the new police ‘vulnerable families’ team is another demonstration of the commitment to provide a safeguarding focussed response to young people and their families. It is important that whist safeguarding should be the primary focus, the police, at a tactical level, should be equipped to develop systematic ways of identifying disruption activity, and deter suspected perpetrators at a much earlier stage than has previously been identified, thus develop partnership disruption plans to mitigate risk earlier.

The chair of the CSEG (Child Sexual Exploitation Group) attends the strategic group which ensures that operational activity and strategic development are dynamically informing each other. The CSEG focus on the multi-agency problem profile is also assisting in developing a practice informed response.

The appointment of a CSE coordinator has been crucial in delivering key achievements to date. The continuation of this role is important in ensuring activity continues to be driven in the right strategic direction and also in analysing progress and assessing the impact. As a jointly funded role, it is important for the post to have clear line management and support which is enhanced through partnership working.

**Recommendation:**
The CSE strategic group should consider maintaining multi-agency statutory and relevant voluntary sector representation; the structure of the group could be clarified in order to promote a streamlined approach with clear purpose, which could include a review of membership, terms of reference, achievements to date and future plans for further development.

**Information Sharing**
Information Sharing has been recognised across Bedfordshire as a major duty and obligation towards protecting the most vulnerable children in society. Information Sharing is clearly set out in the Information Community Agreement document signed by all major partners across Pan Bedfordshire. In recognising the importance on information sharing partners have developed a
clear pathway for submissions through the Pan Bedfordshire Intelligence Submission Form which is accessible through the LSCB websites and feeds the monthly CSEG. The introduction of the new ‘intelligence form’ should enable the workforce to submit relevant information to a single hub in the absence of evidence for a referral through the safeguarding structure. This should support the work of the newly developed CSEG in the county’s ability to develop a better understanding of the profile of CSE and also assist in understanding better the circumstances of individual children and young people and suspected perpetrators. It is important that the existence of this form and the supporting protocol is communicated to the workforce at all levels, and is easily accessible in order to promote its use, particularly to health and education services and the voluntary sector.

CSEG understands the importance of feeding back on intelligence submissions, giving practitioners an outcome, which in turn provides practitioners with confidence that they are being listened to. To further build confidence in the system, it is important to ensure information is routinely fed back to the source (where appropriate to do so), for them to understand its relevance and value, and encourage further reporting, including feedback to the licensed trade as they are a significant resource and partner in tackling CSE. Practitioners need to understand the importance of sharing information earlier at lower levels of risk, and demonstrate professional curiosity in order to minimise risk from escalating. The significance of early information sharing could be promoted through training and awareness, perhaps through case studies and examples of good practice.

Partners are in a much stronger position than they were 18 months ago, and through the transition from the CSEP (Child Sexual Exploitation Panel) to CSEG partners are engaged in and sharing information on cases and developing action plans to deal with and reduce the risk to children at risk of CSE. A recognised joined up approach to child protection in now evident. Information Sharing is now evident through the CSEG in guiding disruption and targeting Hot Spot Areas. The redeveloped CSEG appears to be having a positive impact on professional’s opinions of its function and purpose. The previous CSEP was identified as functioning as a substitute for case supervision and was limited in gleaning useful information and intelligence that would inform opportunities for proactive activity. It is commendable that previous NWG recommendations have been taken on board in relation to this meeting. The CSEG appears to be functioning more effectively, allowing for better information exchange and identifying opportunities for disruption and targeted work. The meeting now enables a more systematic way at a tactical level to identify hotspots, themes, disruption opportunities and creating identifiable proactive actions including targeted awareness raising, outreach and training. It has also encouraged a more joined up approach to pan Bedfordshire disruption activity and enables better discussions amongst partner agencies and departments including Housing, YOS, Health and Licensing, to identify early opportunities for partnership disruption. It provides a forum for analysing and prioritising risk and identifying ways to collectively mitigate these risks. This has been highly valued by all the agencies we met. It is important for stakeholders to be aware of and understand the value of the voluntary sector in building a more accurate picture of CSE.
related issues. Inclusion of relevant voluntary sector partners may allow for better information gathering in relation to young people, suspects, hotspots and also missing from home return interviews.

It is also important for front-line practitioners to have the opportunity to discuss cases and seek support from line managers; identification of a case supervision model should be considered that is integrated into the wider safeguarding structure.

With the Expansion of the CSE/Missing Investigation Team to 16 Officers and 2 Detective Sergeants there is a real opportunity to establish direct links with partners and strengthen a “working together” approach, including encouraging Schools to share relevant information on absent children.

Better coordination of missing children information is evident with the appointment of Single Point of Contacts allowing for better management of missing children and identifying early risk. The development of a Pan Bedfordshire joint database for missing children, including CME (children missing education) will further assist in gathering crucial information, consideration could be given to ensuring missing adults are included in this system.

There are early discussions taking place with a software provider to explore current challenges within the existing IT systems, with the aim of enabling better joined up working. It is too early to know what the impact of this project will be but inclusion of all relevant partners should be considered.

**Recommendation:**
Police representatives should consider regular internal communication takes place between relevant departments in order to provide a full and informed input at the CSEG and the strategic group meetings, including relevant information from missing teams, high tech crime, and cyber units.

Identification of a case supervision model should be considered that is integrated into the wider safeguarding structure.

**Licensing**

There have been significant improvements during the past 18 months in improving the role of Licensing in disrupting CSE. A new safety handbook for taxi drivers which incorporates information on CSE has been developed and is in the process of being distributed to all licensed taxi drivers in the county. Safeguarding training for taxi drivers is ongoing and plans have been put into place to ensure all drivers can access the training provided by each individual borough with a 2-year refresher course being built into the process. This is an opportunity to help develop a working relationship to facilitate information sharing. Information sharing from Bedfordshire Police to the Licensing teams has also improved, but issues with differing council priorities and changing personnel are still evident. Concerns were raised regarding disclosures of information when allegations have been made against taxi drivers, this can put Licensing Officers in a difficult
predicament regarding decision making in relation to revoking or suspension of licenses in certain situations. An ongoing issue throughout the county is the taxi drivers operating within the county who have been licensed by other authorities. This is also a national problem but the licensing departments are taking steps to reduce the impact of this issue.

There is a good understanding of the impact that disruption tactics can have and both authorities that we met fully understood the differing burdens of proof that are required under law. Luton licensing teams have approached several hotel chains following a recent police operation to inform hotel chains about CSE and used a multi-agency approach that has been developed in South Yorkshire in conjunction with the NWG, and it would be helpful if this model was adopted across the county. Hotels and Bed and Breakfast establishments present a key challenge for licensing departments and this area requires a more consistent approach with multi-agency involvement rather than relying on Licensing teams alone. Bedfordshire Police licensing team have also used disruption tactics with Hotels and off licenses using a test purchase model to disrupt perpetrator activity and at the same time "educate” staff within these premises regarding CSE and licensing law. Information from CSEG is passed to the responsible authorities and the Police licensing team in order to facilitate such actions. The night time economy presents challenges due to staff turnover which has been recognised but due to good information sharing and awareness raising campaigns both internally and externally CSE is talked about within this industry which is a significant improvement over the last 18 months.

**Training and Awareness**

When NWG made recommendations following the review of Pan Bedfordshire work around the issue of Child Sexual Exploitation, a focus was placed on Training and Awareness and the three boroughs developing and commissioning a Pan Bedfordshire programme of training that was accessed and delivered across multi-agency teams. It is clear to the Response Team that there is a focus and commitment from all boroughs for this recommendation and its finer details to become a reality. A joined-up approach and understanding of working together has aided the development of relationships and boroughs appear to be communicating more effectively and learning from each other.

The leadership team is dedicated to creating a more informed and knowledgeable workforce through dedicated training, which must be recognised as a positive step. Significant work has been undertaken to ensure that practitioners at all levels have access to training and awareness, through briefings, e learning and other learning models. Additional resource has been identified to commission classroom based training. It is important that this training offer is integrated into the Pan Bedfordshire LSCB training programme. CSE needs to be understand alongside other safeguarding and vulnerability issues, so it is important for CSE training to be embedded into the wider safeguarding structure. Robust outcome evaluation of all training is essential to understand the impact it is having on practice and to understand if training is contributing to a positive change in culture and attitudes towards victims of CSE and those at risk and their families.
The Learning Needs Analysis (LNA) produced in January 2016 has led to a tender opportunity for a learning provider who can meet the identified needs of the area. Importance of the multi-agency, multi-disciplinary, reflective training package is mirrored in the commitment of the three boroughs providing funds to engage a training provider. During the time between the initial NWG review and the tender being published, it is clear that discussions were held to negotiate an agreement that would both satisfy and suit each borough. The need to identify the right training package is commendable but this should be balanced with agreed timescales.

Training is scheduled to begin in January 2017 and will be available initially to 2,500 of the workforce. As of yet it remains unknown how new workers to the areas and the remaining workforce will be trained and how it will be funded but it is clear that the Chief Executives are considering the sustainability of training and would, quite rightly, like to see how the successful applicant to the tender opportunity, impacts on the workforce. It is encouraging to see that the new training provider is being asked to ensure that local issues and information are to be included to ensure that learning is pertinent and reflective of the area they work in.

LSCB’s reflected that CSE is embedded in all training they offer and that evaluations of the four e-learning packages specific to CSE show similar learning. They have an annual calendar of training which is often oversubscribed and which is delivered by a range of internal and external trainers. Other more informal learning opportunities such as lunchtime workshops, development days and reflective practice meetings have been taking place though it is unclear as to whether these are regular or noted within the workforce’s continual professional development records.

Consideration is being given to a review of existing e-learning and training with a view to determining a suitable package that meets the needs across Bedfordshire. This would alleviate any confusion about which package is the most appropriate and streamline the process of accessing a package suitable for the worker. For the tendered training provider to be effective in their work an awareness of the current learning on offer throughout Bedfordshire is important and so a review of existing packages should be considered, to prevent duplicated work or a gap in the knowledge of the workforce.

There are coordinated and dynamic approaches to raising awareness of CSE to young people, parents, carers, and the wider community including the licensed trade. The joined-up approach between organisation’s communications officers and those with CSE knowledge is commendable, as this demonstrates the commitment to utilise appropriate skill sets in order to deliver a meaningful campaign. It is important that the campaigns are consistent and reach out to the diverse communities across Bedfordshire. The Communications must be in line with the demographics of the county ensuring relevance for specific diverse groups for example, LGBTQ, boys and young men, faith communities, ethnicity. The campaigns are an excellent starting point but demographics should be considered along the ongoing journey. It was evident that there was a lot of enthusiasm and commitment to working together and there was clear evidence of
coordinated activities taking place. The Pan Beds problem profile is used by the group to identify areas of concern and this has helped to inform the advertising campaigns which is a good example of using intelligence led information to inform practice.

Funding has been provided to implement two advertising campaigns in the public realm and the digital environment aimed at parents and children and young people and there was good information to demonstrate both reach and effectiveness. The ‘Chelsea's Choice’ resource has been provided for secondary schools in all three authorities, officers from the Police CSE team attend these events to assist with any disclosures or other issues that may arise and the group liaises closely with the Police Schools Engagement Officer. Luton and Dunstable Hospital have also used Chelsea’s Choice resource for a multi-agency audience within the health domain. There is also good evidence that the health communities are accessing information, advice and training and there has been a strong focus on informing pharmacies and GP’s surgeries in the area regarding CSE.

There is a strong focus on using the Chelsea's Choice resource, this product is well presented and delivered but it only covers a narrow narrative regarding CSE and a broader range of resources should be considered in order to engage ‘harder to reach’ groups and address on line activities.

**Recommendation:**
Consideration should be given to integrating CSE training into the wider safeguarding structure so that CSE can be considered alongside other vulnerability issues.
It is commendable that significant resource has been allocated to providing training and awareness, however sustainability is another issue for consideration.

**Commissioning**
The early help offer is stronger than previously, strengthening the safeguarding system, which is positive. This should ensure that young people and their families are receiving earlier help at the right time. This early help offer is dependent on early identification, assessment and information being shared by services at the earliest opportunity, so training is crucial in understanding the local processes in place to facilitate this. It is important to also consider the needs of young people and their families in the longer term, ensuring there is access to support, including therapeutic services and advocacy, once exploitation and abuse has been identified. It is important for practitioners to understand the long-term impact of trauma and abuse, and ensure appropriate signposting and referral to support services. Commissioners should consider appropriate services are available for young people and their families, having due regard to their unique needs and circumstances. We were informed about the positive work of NSPCC in Central Bedfordshire, with young people and professionals, and we are aware that Link to Change and Brooke are also commissioned to deliver services in parts of Bedfordshire. It is important that frontline professionals are given confidence to sufficiently signpost to relevant services. This could include the identification of local support for those young people who are placed out of the county for their own safety and also those young people transitioning from children’s
services to adulthood as research shows that this is a particularly vulnerable time in young people’s lives and support is often not identified or available during this period. Robust links between children’s and adult’s services may go some way in improving this. It is important that commissioning arrangements are supported by robust contractual agreements which clearly identify expectations and standards for partnership working and information sharing where necessary and appropriate.

**Recommendation:**
A scoping exercise may be helpful to understand what services are available locally and where gaps may exist in service provision, so a comprehensive package of support can be commissioned and offered to young people and their families which is informed by their individual circumstances.

**Multi-Agency Working**
It is clear that there is a commitment to multi-agency working at all levels and this was evident in all our conversations. Participants were better informed about the multi-agency and Tri-Borough agenda and assured in their knowledge. Multi-agency working is included in this report under the other sections as it is embedded in other strands of work so the review team have not focussed on this as a separate issue.

**Parent Engagement**
There is a considerable effort being made across Bedfordshire to raise awareness of CSE with parents/carers and this was identified in the communications strategy. There was a dynamic June campaign which targeted parents/carers through a number of mediums so that they were equipped to spot the signs, consider online safety and know where to go for support which was deemed successful. This demonstrates a planned determination Bedfordshire wide to raise the issue of CSE with parents/carers. It was also noted the need for awareness raising to be an ongoing piece of work. We also heard about parents/carers being invited to and attending Chelsea’s Choice productions in schools with numbers of 100 attending which is a real achievement and may well be evidence of the success of the public campaigns. The LSCB websites and Bedfordshire Stop CSE campaign all had clear reference points for Parents/Carers and CSE and signpost to relevant links. Luton LSCB site in their Parents/Carers section directly made the link to the wider Bedfordshire Stop CSE campaign and it would be advantageous if the other two LSCB’s did the same to increase traffic to the campaign site.

At a provision level, there is a substantial suite of parent focused intervention for early help in Central Bedfordshire and this could be replicated across the county to ensure consistent provision for parents and carers in Bedfordshire.
With regards to training and development, it was difficult to gain a clear picture of how working with parents around CSE was highlighted, whether this be the impact of CSE on the family or how to work alongside parents as active partners in CSE. There did seem to be some informal opportunities that were shared where this took place but it was not consistent across the workforce streams. With the new tender for Pan Bedfordshire training going out, we were informed that work with families was not a specific learning outcome that had been identified but there was opportunity for it to be included. This would be a positive opportunity to consider and to share good practice about how staff work alongside parents/carers.

The voice of the parent seemed to be missing at a strategic level and this is something that is needed to embed quality work with parents/carers. There was activity in the Prevent aspects of the strategy and action plan but parents/carers were missing from Pursue and Protect. Parents/carers could be included in the Pan Bedfordshire disruption toolkit as a key resource, for example gathering intel and be highlighted in Protect as a key partner for lead professionals to work alongside.

At practitioner level, we spoke with Central Bedfordshire staff where there seemed to be lots of activity and opportunities for parental engagement at early help through to high risk CSE. This included 1:1 support, advocacy and help for parents in addition to work with children and young people as well as group work. Staff recognised the impact of CSE on the families, to provide opportunities for parents and young people to be enabled to take the lead in meetings, recognising the need for families to be engaged with as soon as possible and for positive approaches and relationship building with parents. With regards to the impact of the new arrangements, especially with the early help offer, it was deemed too early as yet to comment. We hope similar arrangements are taking place in Luton and Bedford Borough or can be learned from colleagues in Central Bedfordshire. The gap that was identified by the group was the lack of peer support for parents locally where they could receive emotional support and shared understanding.

Recommendation:
Overall there has been a good start focusing on parents and on the ground and even though this wasn’t part of the review is helpful as an indicator of good practice. It would be helpful if this is embedded at a more strategic level and consider how the voice of parents is heard.

Summary
Progress in Bedfordshire has been significant over the 18 months since our review. There is an assured engagement in the response to CSE across the partners. It is too early to identify how the current system is functioning and important that an audit programme is led by the LSCB’s to achieve understanding of what is working well. The CSEG is felt to be working well but the area of concern is how partners, particularly those from the 3rd sector, can have a voice and access to expertise.
The training programme is at the point of commission and needs to be in place in line with the
timescales; it is ambitious in the numbers it is aiming to train. The partnership has made great
strides in relation to CSE and must aim to integrate this learning across all vulnerabilities of
young people including drug and alcohol, gangs and violence.

The IT project will be important in improving the capacity to share information across the
partnership and it is also important that this addresses feedback systems to the frontline
practitioners.

The voice of children and their parents should remain a priority in the ongoing development of
CSE Strategy.