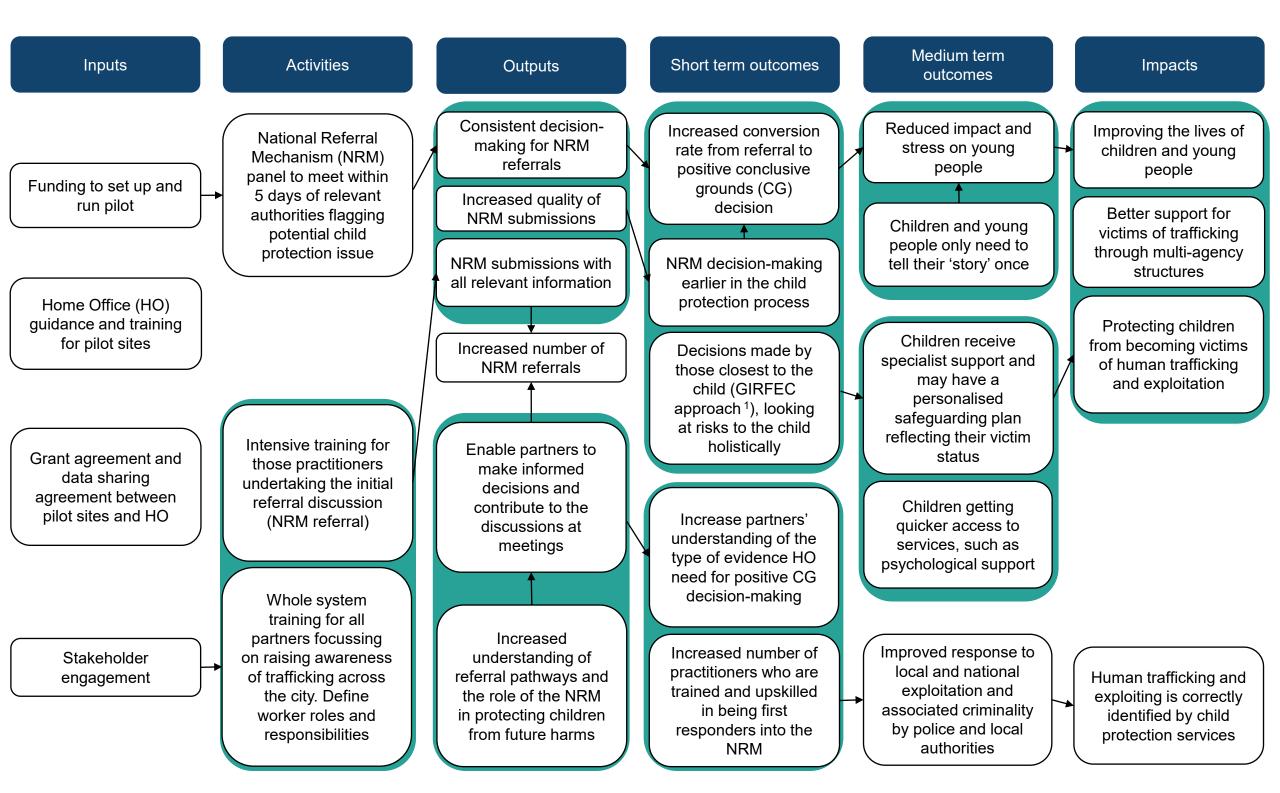
# **Cardiff Council's logic model**

Inputs	Activities	Outputs	Short term outcomes	Medium term outcomes	Impacts
Home Office (HO) funding to set up and run pilot		Partners supplying relevant information	Better information sharing between partners	More cohesive response to safeguarding	More coherent safeguarding framework for victims
Co-ordinator, project manager and dedicated business support  Support from wider partners, such as Childrens Services, Community Safety, Police, Violence Prevention Unit and Youth Justice	Fortnightly multi- agency panel meetings to discuss cases (5 to 10 minutes per case)	Faster decision- making for National Referral Mechanism (NRM) submission	Better understanding of partner roles within the NRM process	Ensuring victims do not "fall through the gaps" – better	Better, more localised
	Completion of HO reporting template	Minutes circulated and decisions reported to HO	Better and quicker support for victims, minimising delays	matching victims to services	support for victims of trafficking using pre-existing resources
	Training and upskilling of workforce	More referrals to NRM through more awareness and educated workforce	Better understanding of modern slavery and NRM across key	Reduction of length it takes for child to receive decision  Knowledge and	Preventing and combatting human trafficking at a local level
Internal training  Support from HO	Train the trainer activities (Social Services)	Creation of NRM champions amongst social work and social care staff	Identification of gaps in services and interventions	understanding of NRM embedded within services	

project manager

## **Glasgow City Council's logic model**



<sup>1</sup>GIRFEC approach: To reduce stress on vulnerable young people, Glasgow operate using the GIRFEC approach to child protection. This means that children only need to tell their 'story' once, rather than having to repeat it to multiple professionals. GIRFEC is part of Glasgow's push to ensure that decision-making for children should be 'close' to the child.

Rationale and background

Inputs

Activities

Outputs

Outcomes

**Impact** 

The Vulnerable,
Exploited, Missing
and Trafficked Team
(VEMT) sits within
the Early Help and
Safeguarding Hub
(EHASH) and
therefore is able to
contribute towards
the decision-making
and safeguarding of
the child

Recruit specialist assessment officer to sit within the VEMT (social work qualified at grade 9)

Attend weekly meeting

Conduct holistic assessment of child

Develop a multiagency plan to safeguard and support the child

Advocate for high-risk victims with agencies

Attend multi-agency panel and represent child's voice

Notify the Single Competent Authority (SCA) of multi-agency panel

Subsequent actions and requirements by the SCA following quality assurance

Ensure social worker or legal representative receives decision letter and its understood. Ensure that information is shared with the child in a way that is understood.

Staff with knowledge and skills within a solid evidence base and theoretical framework

Staff can provide clear and defensible decisions that will contribute to the disruption or prosecution of offenders, diversion of potential victims away from exploitative relationships and support for those that have been exploited towards safety and recovery

Decision on either negative reasonable grounds (RG), RG and positive conclusive grounds or positive RG only. A structured forum to share knowledge and track the children who have either been accommodated and looked after by the local authority, or are already known to the local authority and services

Through the involvement of the Youth Justice Service, the panel will explore those referrals with elements of criminality which may require support around s.45 (Modern Slavery Act 2015) mitigation

Improved knowledge and awareness for front door and social work services

Multi-agency decisionmaking and awareness is evident

Modern slavery, trafficking awareness, s.45 and the use of the NRM are understood at department level, strategic level and in line with national procedures.

Staff training

Police representation from the Modern Slavery Unit at Humberside Police to be at Strategy meetings Monthly strategy meetings to discuss referral and tracking progress, local numbers and also intelligence patterns or themes to identify any localised intervention and disruption needed

EHASH and VEMT to delegate required actions

## London Borough of Barking and Dagenham's logic model

Medium term Activities Short term outcomes Inputs Outputs **Impacts** outcomes Faster conclusive Court outcomes not Funding to set up and Consistent quality of National Referral Reduction of crime or adversely affected by run the pilot grounds (CG) Mechanism (NRM) NRM submissions anti-social behaviour decision delays decisions pathways. Cofor some children Stakeholder ordinator will create a awaiting trial dates or Faster NRM decision engagement NRM submissions with case pack, collating Reduce impact and trial outcomes making better for all relevant information all relevant stress on young children supplied by partners information that will people Reduced reoffending assist in the rates and decision-making Panel co-ordinator criminalisation of process. Local authority able to vulnerable youth Increased oversight of identify key themes, child exploitation in Monthly NRM panel trends and gaps within Improved service local area service provision provision, informed by Enhanced strategic oversight of understanding around Home Office (HO) All relevant NRM decision-making implementation of Project leads attended professionals knowing guidance and training process NRM framework and HO training **Embedded NRM** that the NRM was for pilot sites decision-making decision-making submitted thresholds improve the multiagency safeguarding Better support for response to complex Training days victims of trafficking Grant agreements and Improved issues surrounding commissioned by the through existing multidata sharing understanding and children learning and agency structures agreement between awareness of the s.45 development teams pilot sites and the HO defence for victims of to ensure modern slavery Protect children from Provide an effective professionals can becoming victims of recognise, respond, pathway from modern slavery and refer identification to Enhanced, trackable appropriately to referral and then understanding of the Increased recognition Change the culture modern slavery intervention rationale for NRM of exploitation around children who decision-making, both Train around 20 to 30 are caught up in by first responders Increased recognition Sustainability of professionals about exploitation, and and the NRM panel of modern slavery partner engagement through that, into decision-making

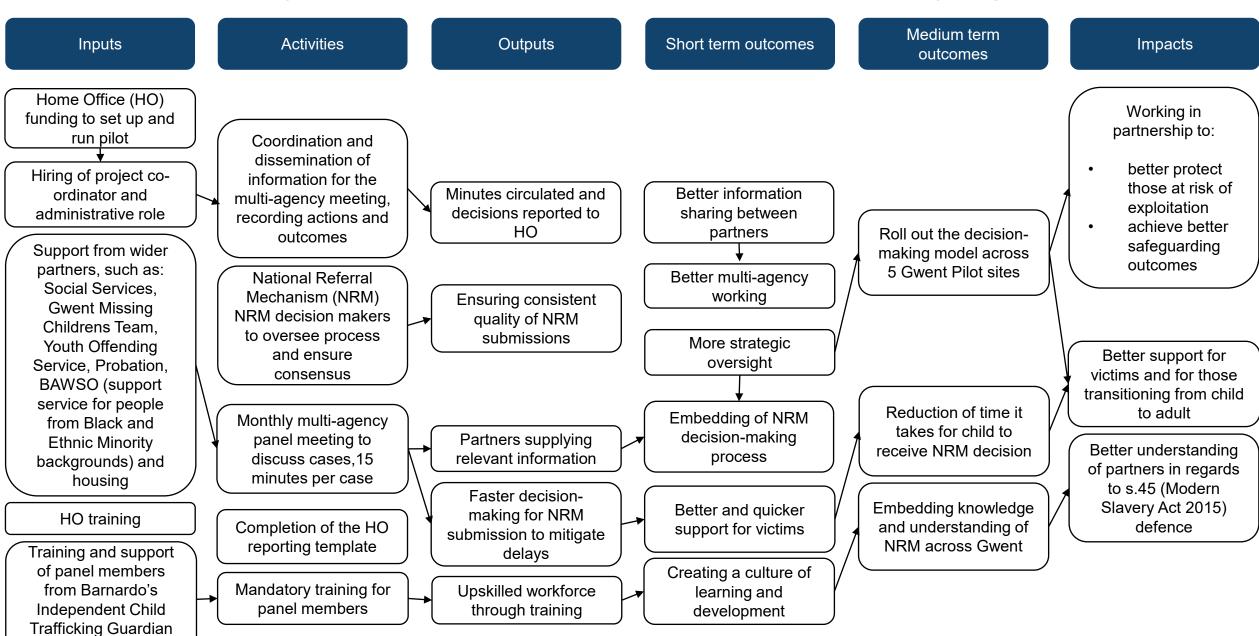
criminality

# London Borough of Islington and London Borough of Camden's logic model

Inputs	Activities	Outputs	Short term outcomes	Medium term outcomes	Impacts
Funding to set up and run pilot	Monthly National Referral Mechanism (NRM) panel (complex	Consistent quality of NRM submissions	Faster reasonable grounds (RG) and CG decisions	Reduce impact and stress on child  Child receives	Implementation of longer term multi-agency plans to end
Panel co-ordinator to cover both sites	Quarterly reviews of process, best practice and effectiveness of Conclusive Grounds	NRM submissions with all relevant information  Enhanced	Court outcomes are not adversely affected by decision delays	specialist support and may have a personalised safeguarding plan reflecting their victim status	cycle of child exploitation
Home Office (HO) guidance and training for pilot sites	Coordinators to attend the Home Office 'train the trainer'	understanding around implementation of NRM framework and thresholds  Improved knowledge and understanding of		Improved response to localised exploitation and associated criminality by police and local authorities	Better support for victims of trafficking through existing multiagency structures
Grant agreements and data sharing	Specialist and specific training held quarterly across both authorities  Fixed panel members	modern slavery legislation  Enhanced understanding of certain forms of exploitation, decision-making	Increased ability to identify and respond to potential and identified victims of exploitation, including improved knowledge	Embedded NRM decision-making improves the multi- agency safeguarding response to complex issues for children	Protect children from becoming victims of modern slavery
agreement between pilot sites and the HO  Stakeholder engagement	and their deputies to attend three-day training course with ECPAT¹  Panel receive unconscious bias training	thresholds and trafficking, such as s.47 (Modern Slavery Act 2015) defences for victims  Increased cultural competence among	of s.47 defences for victims  Increased number of practitioners who are trained and upskilled in being first responders into the NRM	Eliminate any discriminatory actions in the review process and ensure fair treatment of ethnic minority children	Closer working relationship and sharing of best practice between the London Borough of Islington and Camden, police and

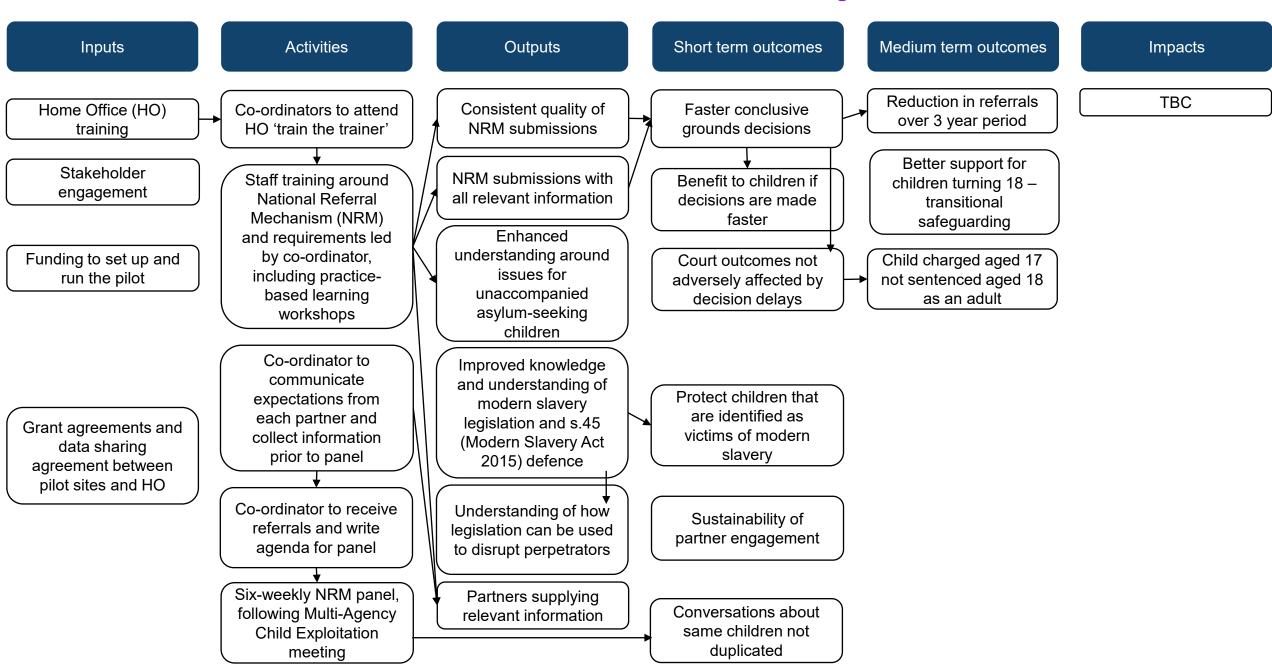
<sup>&</sup>lt;sup>1</sup>Every Child Protected Against Trafficking (ECPAT) is a leading children's rights organisation working to protect children from trafficking and transnational exploitation.

# Newport City Council and Torfaen, Blaenau Gwent, Monmouth and Caerphilly's logic model



service

#### North Lincolnshire and North East Lincolnshire's logic model



# Rationale and background

Inputs

Activities

Outcomes

Impact

20 unaccompanied asylum-seeking children

57 National Referral Mechanism (NRM) referrals in 2019

Not an Independent Child Trafficking Guardian site First responder submits request to panel co-ordinator seeking approval to submit NRM referral

Child risk assessment by local authority, via strategy meeting or Public Protection Notice sent to panel co-ordinator

Training required. The multi-agency partners already involved with the child exploitation process, will attend the NRM panel

Current training by local authority partners propose to provide virtual training for first responders across the area

Bespoke training delivered by Hope for Justice

Partnership will also provide information and resources to staff via the partnership website

Project manager involved in the implementation and ongoing review of the pilot

Decision to submit NRM referral made at Multi-Agency Child Exploitation (MACE) meeting and also a route for children and families workers depending on when an NRM referral is submitted

Information sharing agreements in place for appropriate and proportionate sharing

MACE discusses disruption plans

Consideration whether to submit an NRM referral.

Cases reviewed
depending on risk
level. Each review
ensures core group
agrees risk level and
planning

Panel co-ordinator recruited

Parents and carers consulted, should a child not wish to or cannot participate at this stage. If a child lives within local authority, care providers are part of safety planning

Clearly recorded decision not to submit, including a rationale and further actions required to obtain future decision, such as returning to a future meeting

Outputs

Outcome of NRM screening meeting recorded across multiagency systems

NRM referral submitted to Single Competent Authority (SCA) and returned to local authority within 3 days of submission

Once referral returned by SCA, actions meeting held to define specific multi-agency actions and timescales

Learning outcomes from Hope for Justice training

Meeting to decide whether child is a victim

The outcome of a reasonable grounds or conclusive grounds decision reported to the Home Office within 1 working day

Local NRM decisionmaking panel developed

## Royal Borough of Kensington and Chelsea and the Borough of Westminster's logic model

Inputs

Funding to set up and run pilot

Stakeholder engagement

National Referral Mechanism (NRM) panel co-ordinator

Home Office (HO) guidance and training for pilot sites

Grant agreements and data sharing agreement between pilot sites and HO

**Activities** 

Monthly NRM panel attended by representatives from both boroughs

Flexible panel premeets to discuss cases

Project steering group to quality assure NRM decision panel

Project leads attend HO training

Training for decisionmaking panel, and contributors to the escalation or challenge process if a negative outcome arose

Training in the statutory defence and identification of victims of exploitation for all partner organisations

Outputs

Consistent quality of NRM submissions

NRM submissions with all relevant information supplied by partners

Enhanced understanding around implementation of NRM framework and thresholds

Improved
understanding and
awareness of the s.45
(Modern Slavery Act
2015) defence for
victims of modern
slavery

Enhanced
understanding
around certain forms
of exploitation,
thresholds and
trafficking, including
s.47 (Modern
Slavery Act 2015)
defences for victims

Short term outcomes

Further conclusive grounds (CG) decisions

Faster NRM decisionmaking – better for children

Increase of conversion rate from referral to positive CG decisions

Gather and share intelligence around local exploitation

Increased recognition of exploitation

Appropriate application of the s.45 defence

Medium term outcomes

Court outcomes not adversely affected by decision delays

Reduce impact and stress on young people

Identify link between child criminal exploitation and criminal networks

Improve the multiagency safeguarding response to complex issues surrounding children

Children receive
specialist support and
may have a
personalised
safeguarding plan
reflecting their victim
status

Sustainability of partner engagement Impacts

Prevention of wrongful prosecutions

Improving the lives of children

Ability to dismantle criminal networks using the Modern Slavery Act (2015)

Ability to tackle abuse of the s.45 defence by county lines gangs and overcoming local challenges

Better safeguarding outcome for unaccompanied asylum-seeking children

Redesign service provision to better support and improve outcomes for children

Develops collective safeguarding strategy to respond and prevent child exploitation

#### Solihull Council's logic model

Rationale and background

Location between

Birmingham and

Coventry and

proximity to

Birmingham

International Airport

means Solihull is

affected by organised

criminal gang activity

and is responsible for

a high number of

unaccompanied

asylum-seeking

children and foreign

national victims of

modern slavery

The NRM panel will

form part of existing

**Exploitation Panel -**

a subgroup of the

**Exploitation** 

**Reduction Delivery** 

Group reporting to

the Exploitation

**Reduction Board** 

Recruit specialist assessment officer to sit within the vulnerable, exploited missing, trafficked (VEMT) group. Social work qualified at grade 9

Representation from police, health, team manager (from Wider Missing and Exploitation team) and panel chair

Support from wider partners via such as Solihull Council Children and Adult Services, Youth Probation, Birmingham and Solihull Mental Health Trust, Education safeguarding lead

Inputs

Exploitation Panel, Offending Service, and Barnardo's

Activities

Attend weekly 'missing' meeting

Conduct holistic assessment of child

Develop a multiagency plan to safeguard and support the child

Advocate for high risk victims with agencies

Attend multi-agency panel and represent child's voice

Staff training

Monthly multi-agency panel meetings, held for 2.5 hours to discuss 2 to 4 cases per session.

Early Help and Safeguarding Hub and VEMT to delegate required actions

Outputs

Notify the Single Competent Authority (SCA) of multi-agency panel

Subsequent actions and requirements by the SCA following quality assurance

Ensure social worker or legal representative receives decision letter and its understood. Ensure that information is shared with the child in a way that is understood.

Staff with knowledge and skills within a solid evidence base and theoretical framework

Staff can provide clear and defensible decisions that will contribute to the disruption or prosecution of offenders, diversion of potential victims away from exploitative relationships and support for those that have been exploited towards safety and recovery

Decision on either negative reasonable grounds (RG), positive RG and positive conclusive grounds or positive RG only.

Medium term outcomes

A structured forum to share knowledge and track the children who have either been accommodated and looked after by the local authority, or are already known to the local authority and services

Through the involvement of the Youth Justice Service, the panel will explore those referrals with elements of criminality which may require support around s.45 (Modern Slavery Act 2015) mitigation

Improved knowledge and awareness for front door and social work services

Multi-agency decisionmaking and awareness is evident

Modern slavery, trafficking awareness, s.45 and the use of the NRM are understood at department level, strategic level and in line with national procedures.

**Impacts** 

Work in partnership

- prevent exploitation
- Identify and protect those at risk of exploitation
- Strengthen resilience of victims and communities
- Support victims in their recovery
- Pursue and prosecute perpetrators of exploitation