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Effectiveness of anti-slavery training and survivor care pathway

Final evaluation report

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This document is also available in Welsh.

Effectiveness of anti-slavery training and survivor care pathway: Final evaluation report

Cordis Bright



Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

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Glossary

Acronym/term	Full term
CPS	Crown Prosecution Service
CSE	Child sexual exploitation
MARAC	Multi-agency risk assessment conference
NCA	National Crime Agency
NGO	Non-Governmental Organisation
NRM	National Referral Mechanism (for suspected victims/survivors of modern slavery)
Training hub	An online platform which trainers can access via a personal username and password
SCP	Survivor care pathway
UKHTC	UK Human Trafficking Centre
UKVI	UK Visas and Immigration (Home Office)
VAWDASV	Violence against women, domestic abuse and sexual violence

1. Introduction

Overview

- 1.1 The Welsh Government commissioned Cordis Bright to conduct an evaluation of two key anti-slavery work streams in Wales: anti-slavery training and the survivor care pathway (SCP).
- 1.2 The anti-slavery training package consists of five courses, which were developed by bringing together existing good practice and expertise within Wales in relation to training on modern slavery. The courses are designed to deliver all relevant content to all potential audiences. These are:
 - The lunch and learn course, a short introductory course.
 - The anti-slavery awareness course, a half-day introductory course.
 - The child sexual exploitation (CSE) course, a half-day course.
 - The first responder course, a one-day course for people working in a first responder role.
 - The organised crime and modern slavery course, a three-day course for people involved in the investigation and prosecution of slavery-related offences, which is delivered at a police Hydra Centre¹.
- 1.3 In addition, training preparation courses are delivered to potential trainers. There is one training preparation course for the lunch and learn, anti-slavery awareness and first responder courses and one for the CSE course.
- 1.4 The SCP is a referral and support pathway for all suspected victims/survivors of modern slavery. It begins with referral to a single point of contact. For children who are suspected victims/survivors, this is children's services; for adults, it is BAWSO, a third sector agency working with victims/survivors of modern slavery. A multi-agency risk assessment conference (MARAC) is then convened to bring together all agencies who might contribute to supporting the potential victim/survivor and investigating the alleged slavery-related offence. This is chaired by the police. Information is shared and actions are agreed.

¹ For more information on the hydra methodology see: <http://www.hydrafoundation.org/hydra-methodology/hydra>.

- 1.5 The case can be reviewed at subsequent MARACs and investigation and support can continue indefinitely, depending on the specific details of the case and on the support plan in place for the potential victim/survivor.

Objectives of the evaluation

- 1.6 The objectives of this research are to:
- Assess the implementation of the anti-slavery training and the survivor care pathway.
 - Evaluate to what extent their implementation contributes to the Welsh Government aim to make Wales hostile to slavery and provide the best possible support to survivors.
 - Identify how they might be strengthened or changed in the future to maximise their effectiveness.
- 1.7 The evaluation explores the process of developing and implementing the training and survivor care pathway. It seeks to offer a comparison between the current and previous arrangements for training and support for survivors. Where possible, it also explores the impact of the two strands of anti-slavery work².

Summary of findings

- 1.8 The evaluation found evidence of a range of high-quality work being undertaken in relation to anti-slavery training and the SCP. Many stakeholders reported their understanding that Wales is leading the UK in its response to modern slavery and that this is recognised by those working outside of Wales. They also stated that much of the work being done in Wales represents an attempt to develop good practice where guidance and precedents do not exist.
- 1.9 Summaries of findings relating to specific areas and themes are included at the beginning of each chapter from chapter 4 onwards. Particular strengths and perceived areas of good practice are included in chapter 16, as are recommendations for improving future strategy and delivery. These recommendations offer suggestions to further strengthen the high-quality work being undertaken in these two anti-slavery work strands and to better evidence the scope and outcomes of this work.

² It is not possible to assess the overall impact of the two strands because of the wide range of cases, contexts and external factors influencing outcomes. Nevertheless, the evaluation aims to explore impact insofar as this is possible.

2. Policy and practice context for tackling modern slavery

Definition of modern slavery

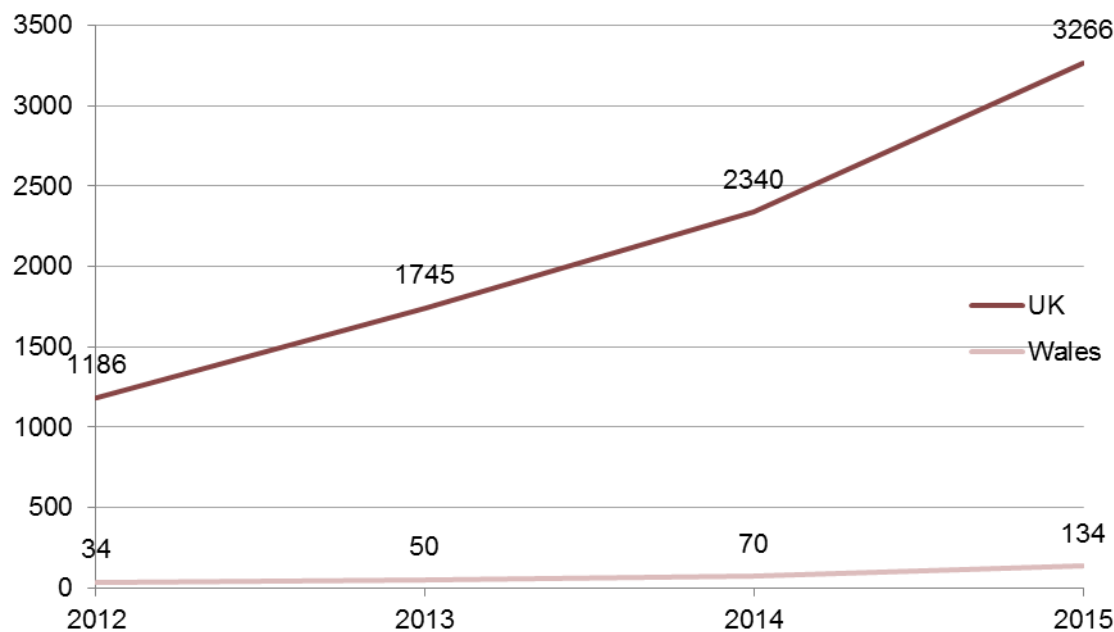
2.1 Slavery is categorised as (Home Office, 2015):

- Domestic servitude.
- Sexual exploitation.
- Child exploitation.
- Labour exploitation.
- Criminal exploitation.
- Human tissue/organ harvesting.

Prevalence of modern slavery

2.2 One key source of data on the potential scale of modern slavery in the UK are referrals of victims/survivors to the National Referral Mechanism (NRM). These sources provide an insight into emerging patterns in the prevalence and reporting of modern slavery (Inter-Departmental Ministerial Group on Modern Slavery, 2015).

Figure 2.1: NRM referrals 2012-2015



2.3 Figure 2.1 shows the number of potential victims/survivors referred to the NRM between 2012 and 2015. These are taken from the NCA NRM statistics (NCA, 2016; Serious Organised Crime Agency, 2013). There has been an increase in the

numbers of referrals, both in Wales and UK-wide. This increase is likely to be at least partly due to the increased priority now attached to this crime.

- 2.4 In Wales, the number of referrals in 2015 represents a 394% increase compared to 2012. Across the UK, the number of referrals in 2015 represents a 275% increase compared to 2012. In 2012-2014, the proportion of UK-wide referrals which were made in Wales was between 2.9% and 3%. However, in 2015, this proportion was 4.1%.
- 2.5 These numbers are likely to under-estimate the actual prevalence of modern slavery because many potential victims/survivors remain unidentified. In an attempt to estimate the actual prevalence, a multiple systems estimation was conducted and this placed the estimated number of potential victims/survivors in the UK in 2013 at between 10,000 and 13,000 (Bales et al, 2015; Home Office, 2014a)³.
- 2.6 In order to improve the identification of potential victims/survivors of modern slavery, a 'duty to notify' was introduced by the Modern Slavery Act and has applied since November 2015. It requires public authorities to notify the Home Office of any suspected victims of modern slavery who do not consent to an NRM referral⁴.

UK legislative context

- 2.7 The UK Modern Slavery Act came into force in 2015. The Act makes provision about slavery, servitude and forced or compulsory labour and about human trafficking. This includes provision for the protection of victims/survivors and an independent anti-slavery commissioner (Home Office, 2015).
- 2.8 The aim of this legislation is to make the UK a hostile environment for modern slavery whilst enhancing support for victims/survivors (Inter-Departmental Ministerial Group on Modern Slavery, 2015). It also seeks to provide clarity in investigating and prosecuting those who perpetrate modern slavery.

UK strategic, policy and practice context

- 2.9 The UK Modern Slavery Strategy highlights the need for all partners to work together in a coordinated and strategic manner to significantly reduce the prevalence of modern slavery in the UK (Home Office, 2014b). The strategy adopts

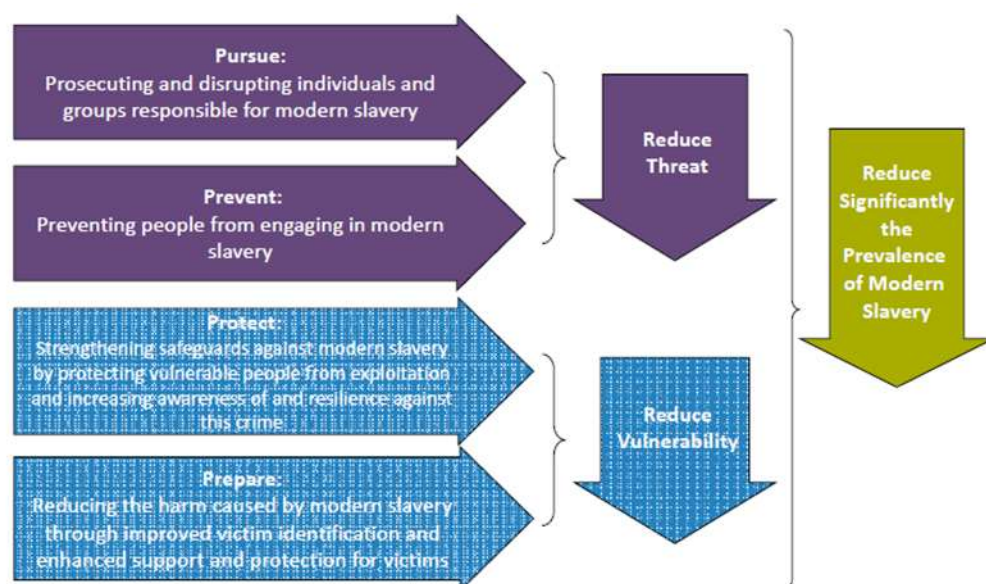
³ However, the author acknowledges the tentative nature of the estimate, because of limitations in the data and also assumptions used in the modelling process which cannot be verified (Home Office, 2014a).

⁴ More information about the 'duty to notify' can be accessed here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/472620/Guidance-Duty_to_notify_Home_Office_of_potential_victim_of_modern_slavery_V1.pdf

a victim/survivor-centred approach which involves four main areas, detailed in Figure 2.2.

Figure 2.2: the four strands of the UK Modern Slavery Strategy



Source: Home Office (2014b)

National Referral Mechanism

- 2.10 The National Referral Mechanism (NRM) is funded and managed by the Home Office. It aims to eradicate slavery and protect victims/survivors. The current NRM process enables 'first responders' to refer potential victims/survivors of modern slavery to one of two 'competent authorities' who consider whether an individual is a victim/survivor (Inter-Departmental Ministerial Group on Modern Slavery, 2015).
- 2.11 The two competent authorities that make decisions on whether referred individuals are victims/survivors of modern slavery are the UK Human Trafficking Centre (UKHTC) in the National Crime Agency (NCA), and UK Visas and Immigration (UKVI) in the Home Office. The latter handles cases outside of the European Economic Area. Firstly, the competent authority make a 'reasonable grounds' decision to assess whether they 'believe but cannot prove' that the person is a victim/survivor of modern slavery (Inter-Departmental Ministerial Group on Modern Slavery, 2015). If an individual receives a positive reasonable grounds decision, he/she becomes entitled to state-funded support (The Anti-Trafficking Monitoring Group, 2011). Further evidence is then collected by the competent authority in order to make a 'conclusive grounds' decision, as to whether 'it is more likely than not' that the person is a victim/survivor of modern slavery (Inter-Departmental Ministerial Group on Modern Slavery, 2015).

- 2.12 First responders include a number of public bodies. These are the Home Office, Law Enforcement Agencies, the Gangmasters Licensing Authority, local authorities, and specified Non-Governmental Organisations (NGOs). The role of the first responder is to make a referral to the local authority children's or adults' services in order that any necessary safeguarding measures can be put in place. Once safeguarding processes have been initiated, the first responder then refers the child or adult into the NRM.
- 2.13 The specified NGO first responders in Wales are BAWSO and New Pathways. BAWSO delivers specialist services to people from black and minority ethnic backgrounds who are affected by domestic abuse and other forms of abuse. BAWSO also runs the Diogel project, which comprises outreach units across Wales and 20 units of secure accommodation⁵. New Pathways provides a range of specialist counselling, advocacy and support services for people who have been affected by rape, sexual abuse and human trafficking.

⁵ BAWSO is sub-contracted by the Salvation Army to deliver refuge support to victims/survivors of modern slavery in Wales who have been referred to the NRM. More information about the Diogel project is available here: <http://www.bawso.org.uk/our-services/women/human-trafficking-diogel-project/>

3. Methodology

Overview

- 3.1 A mixed methods approach was used to conduct this evaluation. Data from a range of sources was therefore triangulated in order to develop and confirm findings. All research tools were designed by Cordis Bright in collaboration with the Welsh Government and were approved before use in the field. The methodology is described below.

Rapid evidence assessment of publicly available literature

- 3.2 A rapid evidence assessment of publicly available literature in relation to modern slavery was conducted. The search terms are included at Annex A. This reviewed:
- The legislative and policy context for the anti-slavery training and SCP in Wales.
 - Prevalence data for modern slavery in Wales and the UK.
 - Evidence of good practice in tackling modern slavery, with a particular focus on training provision and support for survivors.
 - Transferable evidence of good practice from work to tackle violence against women, domestic abuse and sexual violence (VAWDASV).
- 3.3 The evidence base for anti-slavery work is limited but a small number of studies were found, which could predominantly be categorised as emerging evidence.

Desktop review of strategic and operational documentation

- 3.4 A review was conducted of all strategic and operational documentation provided by the Welsh Government and key partner agencies involved in delivering the anti-slavery training and SCP. This included governance structures, strategic plans, meeting minutes and annual reports of the anti-slavery coordinator.

Telephone interviews with key stakeholders

- 3.5 38 semi-structured telephone interviews were conducted with key stakeholders involved in the design and implementation of the training and SCP, as well as with attendees of the organised crime and modern slavery course. These were undertaken between 6th January 2016 and 15th February 2016. In total, 53 stakeholders were invited to interview, giving a participation rate of 72%. The stakeholders were suggested by the anti-slavery coordinator, training lead and SCP lead on the basis of a sampling approach suggested by Cordis Bright to try to capture the views of stakeholders in key roles at national and regional level. The

roles of interviewed stakeholders are included at Annex B. The topic guide for interviews is included at Annex C.

- 3.6 The extensive data produced by the interviews were analysed using a matrix-based approach based in grounded theory. This explored key themes, commonalities and similarities in the responses of respondents until reaching data saturation. The analysis was approached with a view to understanding process and perceptions in relation to the training and SCP.

Analysis of training materials

- 3.7 A qualitative analysis was conducted of all anti-slavery training materials provided to Cordis Bright by the anti-slavery training lead. A template was developed to ensure that the analysis was standardised across all training courses and this is included at Annex D. Reviewed materials included session plans, session presentations and a range of mixed-media resources used in training.

Analysis of monitoring data on training

- 3.8 An analysis was conducted of all training monitoring data, which were provided to Cordis Bright by the anti-slavery training lead. This included quantitative data on the trainers and training attendees. It also included qualitative data in the form of feedback received from training attendees.
- 3.9 The data received on trainers were relatively comprehensive, as were the annual or quarterly reports on the total numbers of attendees per course at national level. However, the data on attendees at regional level were patchy and as a result regional totals have not been included.
- 3.10 Similarly, the feedback from training attendees provided to Cordis Bright was less comprehensive. Collated quotations from attendees provided useful anecdotal evidence. However, overall it was not possible to collate the feedback systematically, meaning that conclusions cannot be drawn about whether it is representative.

Online survey of trainers

- 3.11 An online survey was emailed to the 120 trainers in the pool of trainers available to deliver anti-slavery training whose email addresses were provided⁶. Initial emails with an invitation to participate in the survey and reminder emails were sent directly by Cordis Bright. 34 responses were received, a response rate of 28%.

⁶ In total, there are 134 trainers, but email addresses were only available for 120

- 3.12 All trainers deliver the training on a voluntary basis and a relatively large proportion of the trainers within the pool have not been in a position to deliver training as yet⁷. To date, 42 of the trainers in the pool have delivered anti-slavery training. 22 of the trainers who responded to the survey have delivered anti-slavery training, giving a response rate of 52% amongst active trainers.
- 3.13 The majority of trainers who responded to the survey (23) were trained to deliver more than one of the anti-slavery courses. 29 were trained to deliver the anti-slavery awareness course, 20 the lunch and learn course, 15 the first responder course, 10 the CSE course and one the organised crime and modern slavery course.
- 3.14 The survey was open between 25th January 2016 and 12th February 2016. The questions posed in the survey are included at Annex E.

Online survey of training attendees

- 3.15 A similar online survey was administered to training attendees. The sample for this survey was theoretically all those who had attended anti-slavery training since 2013 and the survey was circulated to attendees via email from the regional fora. Only 12 responses were received to this survey, giving a response rate of less than 0.01%. Due to the very low response rate, responses to the survey of training attendees cannot be assumed to be representative of the responses of all potential respondents. The questions posed in the survey are included at Annex F.

Analysis of monitoring data in relation to the survivor care pathway

- 3.16 Quantitative and qualitative analysis was conducted of all monitoring data within the quarterly reports on the SCP MARACs provided to Cordis Bright by the SCP lead. This included data on referrals, demographic characteristics, presenting issues, participating agencies and outcomes of the SCP. The data excludes cases which may have been referred to the SCP but not to a MARAC, such as referrals deemed inappropriate by BAWSO staff.
- 3.17 Data were available for all regions from February 2015 onwards and the range of data reported for each region and broadly consistent. However, the start dates for the data varied across the regions. Data for Cardiff and the Vale were available from April 2014; for Gwent, Dyfed Powys and Merthyr and Western Bay they were available from October 2014, and for North Wales they were available from

⁷ Chapter 8 presents detailed information about the reasons why trainers may have been unable to deliver training.

February 2015. This is explained by the different times at which the SCP was rolled out in each region, as well as by the varying amounts of time between the roll-out of the SCP and the first identified case referred to a MARAC in each region.

Case studies on pathways through the SCP

- 3.18 Six anonymised case studies were developed to provide an insight into the possible pathways into and through the SCP. The case studies were put together by agencies working with the (potential) victims/survivors who are the subject of the case studies. A template developed by Cordis Bright was used to collect the data, and this is included at Annex G. Cordis Bright then conducted an analysis of the case studies provided, to identify key themes emerging from the case studies.

Suggestions for future research

- 3.19 If future research is undertaken, it may be beneficial to include methods to enable comparison between the anti-slavery activity in Wales and other nations or regions. This might provide additional evidence to support reports by interviewed stakeholders that Wales is leading the way in the UK, and to some extent in Europe. It might also offer additional learning for Wales if good practice is identified elsewhere. Evidence of practice in other nations and regions was sought through the literature review, but did not appear in the search results. Other methods to explore practice and outcomes in other nations and regions fell outside of the scope of this evaluation.

4. Governance of the training and survivor care pathway

Overview

- 4.1 This chapter outlines the governance structure of the training and SCP. It also summarises interviewed stakeholders' appraisals of the governance structure and how well it operates, including suggestions for improvement.

Summary of findings

- 4.2 The governance of the training and SCP takes place within the overall governance structure of anti-slavery work in Wales. This includes multi-agency leadership and operational groups at national level and multi-agency fora at regional level. There is an anti-slavery coordinator for Wales as a whole, and a second anti-slavery coordinator for North Wales.
- 4.3 Evidence from documentation and interviews suggests that the governance arrangements for the training are clear and well-understood by the majority of interviewed stakeholders. However, arrangements for governance of the SCP at a regional level are not clearly understood by stakeholders, who offered differing accounts of these.

Overall governance structure for anti-slavery work in Wales

Governance arrangements

- 4.4 Governance of the training and SCP strands of anti-slavery work in Wales takes place within the overall governance structure for anti-slavery work in Wales, which sits within the community safety division of Welsh Government. This is made up of three tiers.
- 4.5 The multi-agency Wales Anti-Slavery Leadership Group sets the strategic direction for the anti-slavery work in Wales and compiles evidence on the nature and scale of the problem. The leadership group encompasses key strategic figures, such as the anti-slavery coordinator. Wales is the only country in the UK to have created a post of this kind.
- 4.6 Other agencies and departments represented on the leadership group include: Community Safety and Safeguarding divisions of Welsh Government, police, Home Office, NCA, Wales Regional Intelligence Unit, Crown Prosecution Service (CPS), National Offender Management Service, Gangmasters Licensing Authority, BAWSO, Wales Anti-Slavery NGO Forum, Community Justice Cymru Network, Welsh local authorities and the Welsh Local Government Association (Wales Anti-

Slavery Leadership Group, 2015). There are two sub-groups within the leadership group, one for training and one for joint intelligence.

- 4.7 The Anti-Slavery Operational Group sits below the leadership group. It was established by the leadership group in May 2014 in order to oversee and coordinate the work of five Regional Anti-Slavery Fora in Wales and facilitate the sharing of good practice (Chapman, 2014).
- 4.8 The five Regional Anti-Slavery Fora cover Cardiff and the Vale, Dyfed Powys, Gwent, North Wales and Western Bay⁸. Their membership includes representatives from the operational levels of the same member organisations as the leadership group. These fora are intended to meet on a quarterly basis and are responsible for delivering local awareness-raising training, promoting initiatives to tackle slavery and supporting survivors as outlined in the 2015-2016 Delivery Plan. They also have an information and intelligence sharing function (Wales Anti-Slavery Leadership Group, 2015).
- 4.9 There is also a dedicated anti-slavery coordinator for North Wales. This is funded by the Welsh Government collaborative fund and was intended as a pathfinder project for potential replication in the other regions. Current funding comes to an end in March 2016.

Stakeholders' appraisals

- 4.10 The majority of interviewed stakeholders were able to describe the overarching governance arrangements for the training and SCP, indicating that these have been clearly communicated to stakeholders. The majority also felt that the arrangements are appropriate. In particular, the tiered approach was seen to provide a direct link between strategy and practice and to enable clear communication between those working at regional level and those working at national level. Some senior stakeholders reported that these formalised governance structures for modern slavery work are the first of their kind in the UK.

Governance of training

- 4.11 The leadership group established a strategic objective lead for operational delivery (referred to in this report as the training lead). This is currently held by Kim-Ann Williamson, Equality, Diversity and Community Engagement Manager in the CPS

⁸ It was mentioned at the launch meeting for this evaluation (which took place in October 2015) that a sixth regional forum would be established in Pontypridd and Merthyr Tydfil. However, this was not referenced by stakeholders who participated in evaluation interviews.

Cymru-Wales. Kim-Ann leads the Wales anti-slavery training strategy and chairs the Wales anti-slavery training sub-group, which was also established by the leadership group. Interviews with the training lead and anti-slavery coordinator indicated that the training lead post is not funded and is therefore undertaken on a voluntary basis, alongside a full-time paid role. The training lead is responsible for overseeing:

- Development of the training courses.
- Recruitment of trainers to deliver the courses.
- Monitoring of attendance at courses.
- Monitoring of feedback on courses.

- 4.12 The training sub-group supports the work of the training lead, particularly around developing new training courses in response to feedback and identified gaps in training.
- 4.13 The regional fora have a key function in the delivery of the training. They are responsible for local recruitment of course participants and delivery. In addition, they are responsible for assessing and responding to local training needs. This involves targeting existing training to those groups who most require it. It also involves providing feedback to the operational group about gaps in training content, to enable the development or modification of courses.
- 4.14 The governance arrangements for training appeared to be well understood by interviewed stakeholders, the majority of whom articulated them clearly. This suggests that the arrangements have been clearly communicated to stakeholders.
- 4.15 As with the overarching governance structure, the majority of interviewed stakeholders felt that the governance arrangements for training were appropriate and effective. In particular, stakeholders reported that they are effective in encouraging buy-in from all relevant agencies at a regional level.

Governance of SCP

- 4.16 At national level, the leadership group and operational group govern the SCP. As with training, the leadership group established an SCP lead to oversee the development and rollout of the SCP. This post is currently held by Angelina Rodriques, Deputy Chief Executive of BAWSO. Again, as with the training lead, the post is not funded and is therefore undertaken on a voluntary basis, alongside a full-time paid role.

- 4.17 The SCP MARAC terms of reference suggest that regional operational management groups have been established for the MARAC. The role of this group is to make sure that the MARAC operates effectively and all processes are embedded in local practice. It is envisaged that these groups will no longer need to exist once the MARAC processes are successfully embedded in each region (Western Bay Human Trafficking and Anti-Slavery Multi-Agency Risk Assessment Conference Terms of Reference, 2014).
- 4.18 The SCP lead confirmed that these operational management groups exist as sub-groups of the regional fora and have met on a regular basis. They are often referred to as 'survivor care pathway meetings' to distinguish them from the national-level Anti-slavery operational group. In addition, senior stakeholders confirmed that the SCP is a standing agenda item for discussion at the meetings of the regional fora.
- 4.19 However, wider stakeholders who were interviewed did not reference the operational management groups or local 'survivor care pathway meetings' when asked about governance arrangements for the SCP at regional level. Unlike with the training, the majority of stakeholders did not reference the regional fora in relation to the SCP. This suggests that stakeholders are not aware of the role of the regional fora in relation to the SCP and do not know that the operational management groups are responsible for supporting the delivery of the SCP at regional level.
- 4.20 In fact, interviewed stakeholders attributed responsibility for the ongoing delivery and performance variously to the SCP lead, the leadership group, the anti-slavery coordinator, the regional fora, local safeguarding boards, BAWSO and the police.
- 4.21 Four interviewed stakeholders felt that maintaining the MARAC process was a multi-agency responsibility, held by all participating agencies. They tended to see the maintenance of the MARAC as a mechanism for ensuring that they discharged their duty of care to vulnerable potential victims/survivors.
- 4.22 In the future, it would be beneficial to ensure that the regional mechanisms for governance of the SCP are clearly communicated to wider stakeholders so that they understand and can articulate these arrangements.

5. Aims and objectives of the training and survivor care pathway

Overview

- 5.1 This chapter outlines the aims and objectives of the training and SCP. It also summarises interviewed stakeholders' appraisals of the aims and objectives.

Summary of findings

- 5.2 The training and SCP represent two key elements of the anti-slavery strategy in Wales. Interviewed stakeholders understood the training and SCP as complementary strands of work whose primary objective is to make Wales hostile to modern slavery.
- 5.3 The primary aim of the training was seen by interviewed stakeholders as increasing awareness of modern slavery and how to tackle it. Stakeholders expressed that, in order for this aim to be achieved, the training must provide all potential audiences with the appropriate level of knowledge and skills to identify modern slavery and take action in response to it. This could range from referring potential victims/survivors for support or passing on intelligence to investigating agencies, to delivering the support or undertaking the investigation and prosecution directly.
- 5.4 The SCP was seen as a necessary accompaniment to the training because it aims to provide those who identify potential victims/survivors of modern slavery with a clear referral route. Its principal aim was seen by interviewed stakeholders as improving safeguarding and support of potential victims/survivors by putting in place a person-centred, holistic and multi-agency plan to support them.

Training and SCP as overarching aims and objectives of the national delivery plan

- 5.5 The development and ongoing delivery of the training and SCP represent two key objectives within the delivery plan for anti-slavery work in Wales. These are (Wales Anti-Slavery Leadership Group, 2015):
- Deliver and develop Wales's anti-slavery training.
 - Deliver and develop Wales's anti-slavery SCP.
- 5.6 As such, successful delivery of the training and SCP are crucial to achieving the Welsh Government aim of making Wales hostile to modern slavery.

5.7 Successful delivery of the training and SCP is also intended to contribute to the remaining objectives within the delivery plan, namely (Wales Anti-Slavery Leadership Group, 2015):

- Improve awareness and availability of information on slavery.
- Tackle child exploitation.
- Preventative measures to tackle labour exploitation in Wales.
- Develop the National Offender Management Service in Wales' engagement with slavery-related offenders/victims of crime.
- Reduce exploitation through prostitution.

Common aims and objectives across the training and SCP

5.8 Interviewed stakeholders understood the training and SCP as complementary strands of work whose primary objective is to make Wales hostile to modern slavery. This was succinctly summarised by one stakeholder, who said: 'The SCP cannot exist without training. One is vital to the survival of the other. If people are not trained they cannot make referrals. If people don't attend the MARAC, the training won't be effective, because trainers will not have first-hand experience of cases.'

Specific aims and objectives of the training

5.9 There was a strong consensus amongst interviewed stakeholders about the aims and objectives of the training provision. The primary aims and objectives articulated were:

- Ensuring a cohesive, consistent and coordinated approach to training across Wales and across agencies.
- Raising awareness of modern slavery amongst all audiences in Wales, from the general public to specialist professionals.
- Providing training audiences with the appropriate level of information to support them to identify potential victims/survivors of modern slavery, refer cases for investigation and support and undertake this investigation and support.
- Ensuring that the entire health, social care, criminal justice and related workforce in Wales has easy access to sustainable and affordable training on modern slavery.

- Increasing intelligence reports, investigation and prosecution of slavery-related offences.

Specific aims and objectives of the SCP

- 5.10 The Welsh Government outlined the primary aims and objectives of the SCP as developing systematic procedures to offer well-coordinated, multi-agency support to potential victims/survivors of modern slavery (Griffiths, 2014).
- 5.11 In addition to this, the aims and objectives that were most commonly expressed by interviewed stakeholders were:
- Improving safeguarding and support of potential victims/survivors by putting in place an individual plan for survivors 'detailing how wrap-around services will be provided and taken all the way through to helping survivors return to a normal life' (Chapman, 2014: 6)
 - Creating a simple referral procedure for potential victims/survivors, which can be easily communicated to and understood by potential referrers.
 - Increasing the number of slavery-related prosecutions.
 - Establishing a more accurate picture of the numbers of potential victims/survivors being supported by enabling the collation of data about those who are not referred to the NRM.
 - Monitoring and maintaining the delivery of services going forward, thanks to information collecting and sharing processes.

6. Approach to the training

Overview

- 6.1 This chapter outlines the overarching approach to the training. It also summarises interviewed stakeholders' appraisals of the approach.

Summary of findings

- 6.2 The training involves the development and delivery of a tiered package of training courses designed to meet the needs of different audiences. The courses are approved by the Welsh Government and delivered for free to the widest possible audience. A train the trainer model is used to recruit and prepare trainers.
- 6.3 The anti-slavery operational group tasked a training sub-group to develop the current training package because previous training arrangements were inadequate and inconsistent.
- 6.4 The vast majority of interviewed stakeholders endorsed this approach. They highlighted its potential to ensure consistency in training across Wales as a particular strength.

Current approach

- 6.5 The approach to training is supported by the training sub-group's training and awareness strategy 2015-2017 (Wales Anti-Slavery Leadership Group Training Sub Group, 2015). It involves the development and delivery of a tiered package of training courses designed to meet the needs of different audiences. Details of the structure of the training package and the content of the courses are provided in chapter 7.
- 6.6 The courses are approved by the Welsh Government and delivered for free to the widest possible audience. A train the trainer model is used to recruit and prepare trainers. This involves them delivering training on a voluntary basis, either as an individual or with the agreement of their employer.
- 6.7 In addition, the leadership group has identified a number of other actions in relation to the training objective in the delivery plan, all of which are reported as achieved or in progress. These mainly centre on ensuring that anti-slavery awareness training is introduced into the curriculum for students training in health and social care roles, including student social workers, doctors, nurses, midwives and youth workers. In addition, the commitment to develop a 2016-2017 implementation plan based on the recommendations of this evaluation indicates the Leadership Group's intention

to build on success and address areas for improvement (Wales Anti-Slavery Leadership Group, 2015).

- 6.8 The training is delivered in the context of broader work to raise the profile of modern slavery in Wales and increase awareness of how to identify and approach it. For example, the Welsh Government anti-slavery web pages provide information to the public about modern slavery and the how Welsh Government is seeking to tackle it (Welsh Government, 2015).
- 6.9 Wales Anti-Slavery Week in October 2015 included a focus on education in schools and on work with the police about specific industries which might utilise modern slavery. Other awareness-raising work includes TV advertisements, taxi stickers, posters, presence at events and shows.

Rationale for current approach

- 6.10 The current approach to training was developed for two key reasons. Most importantly, the previous arrangements for training were inadequate, leading to inconsistencies in the availability and content of training. These arrangements resulted in a lack of consistent awareness of modern slavery by professionals and the public, who were consequently unable to identify and support potential victims/survivors. Secondly, the tiered approach to training where individual courses target specific audiences was known to be in line with good practice.
- 6.11 There was also a specific rationale for developing the organised crime and modern slavery course. Senior investigating officers working on their first modern slavery case enquired about where they could find evidence of good practice in investigating these offences. It was acknowledged that such good practice evidence did not exist. Therefore the course was developed to draw together the learning from earlier investigations and provide practical guidance to investigating officers, as well as those prosecuting modern slavery offences.

Developing the current approach

- 6.12 Interviewed stakeholders explained that the development of the current training package was led by the training sub-group, who were tasked by the leadership group. The sub-group recognised that, whilst the overall picture was one of inconsistent delivery, some organisations and localities had expertise in tackling modern slavery and were delivering anti-slavery training that included good practice. Examples included BAWSO, New Pathways, the College of Police and Cardiff Partnership Board.

- 6.13 The sub-group brought together this expertise and materials and used it to build the initial anti-slavery awareness course and first responder course, which were then rolled out for delivery across Wales. This was developed as the underpinning course designed to raise awareness generally across a wide range of professional and public audiences.
- 6.14 The organised crime and modern slavery course was developed to address the need for specially trained investigators and prosecutors of slavery-related offences. The lunch and learn course was developed in 2014 in response to need for a more condensed version of the anti-slavery awareness course for audiences only able to dedicate a short time slot to the training. The CSE course was developed in 2015 in response to an identified gap in the overall training package.

Stakeholder's appraisals of the approach

- 6.15 The vast majority of interviewed stakeholders felt that the current approach to training is the right one and that it is clearly communicated to the relevant stakeholders. The focus on achieving consistency in training across the regions was seen as a particular strength.

7. Approach to the survivor care pathway

Overview

- 7.1 This chapter outlines the overarching approach to the SCP. It also summarises interviewed stakeholders' appraisals of the approach.

Summary of findings

- 7.2 The SCP offers a referral route for potential victims/survivors of modern slavery. The approach was developed in Cardiff. BAWSO was tasked with rolling it out across Wales. It is summarised on a single-page process map, which can be shared with professionals. It centres on referral to a single point of contact and the subsequent convening of a MARAC. Information shared at the MARAC enables participating professionals to assess risk and establish a tailored, multi-agency, holistic support plan for each potential victim/survivor. The information may also facilitate the investigation of a slavery-related offence.
- 7.3 The majority of interviewed stakeholders believe that the simplicity of the pathway makes it easy for professionals to understand where and how to refer potential victims/survivors. Using MARACs was also seen as a strength because this is an approach known to professionals working with victims/survivors. However, a minority of interviewed stakeholders felt that the national roll-out of the SCP had been undertaken too quickly. These stakeholders felt that a slower roll-out would have meant that lessons could be learned from early implementation to improve the process in regions where roll-out was later.

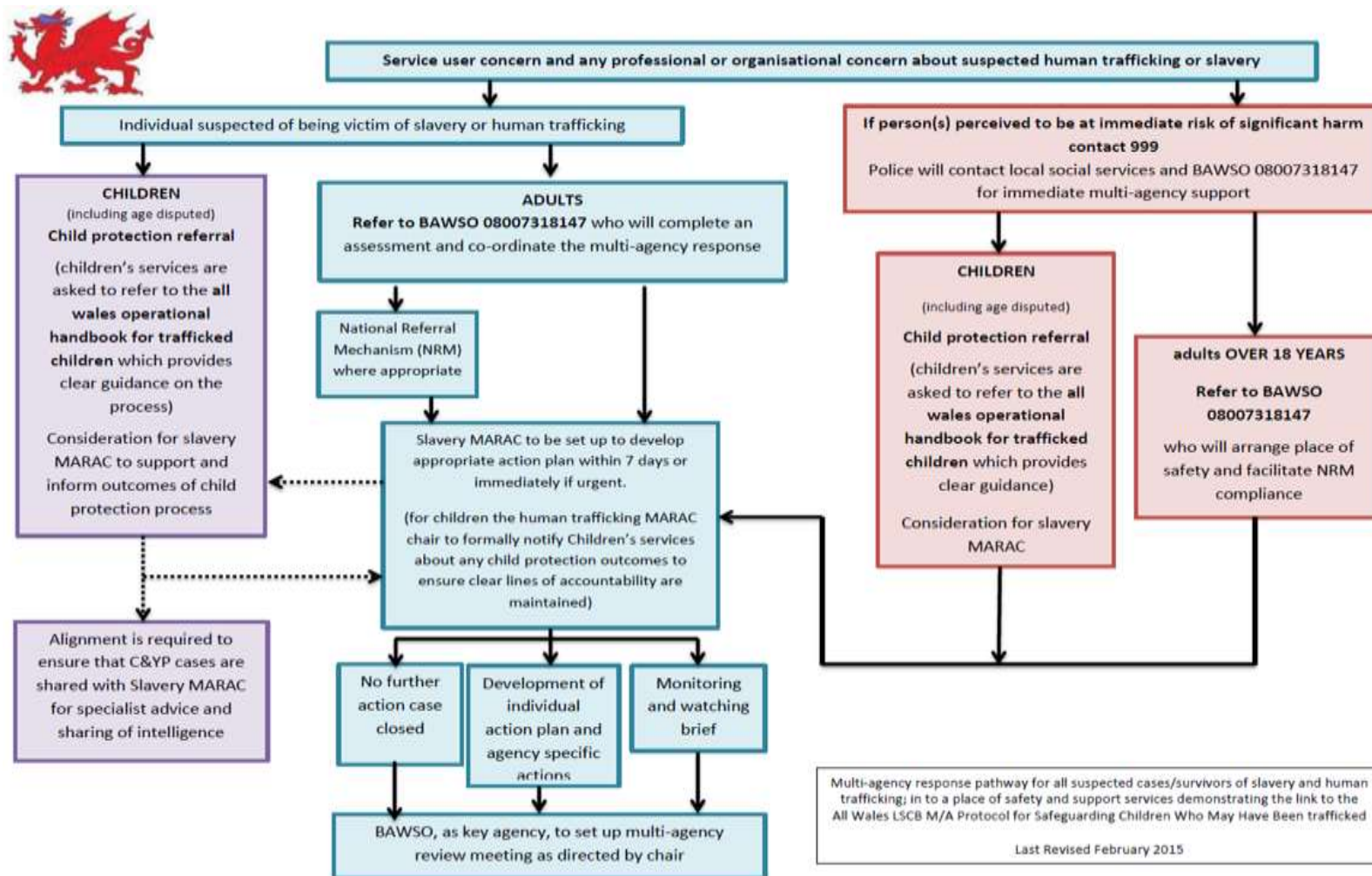
Current approach

- 7.4 The SCP provides pathways to refer and support both adult and child potential victims/survivors of modern slavery. Figure 7.1 details the process map for the SCP. There are three key routes into the SCP. If a referrer believes the potential victim/survivor to be at immediate risk, they refer the case to the police. In cases where the potential victim/survivor is not believed to be at immediate risk, children are referred to children's services and adults are referred to BAWSO.
- 7.5 In addition to compliance with the NRM, the 'duty to notify' and child protection duties, the pathway centres on a Human Trafficking and Anti-Slavery MARAC. The MARAC provides a forum where potential cases of modern slavery are discussed, with an open exchange of information from multiple agencies through the Information Sharing Protocol, in order that a multi-agency plan of action can be

developed (Western Bay Human Trafficking and Anti-Slavery Multi-Agency Risk Assessment Conference Terms of Reference, 2014).

- 7.6 The SCP establishes a tailored, multi-agency plan to support potential victims/survivors of modern slavery. It ensures that support can be offered to potential victims/survivors irrespective of whether they consent to an NRM referral. It also means that support can continue under national or local funding arrangements after the initial 45-day period of reflection and recovery.
- 7.7 As well as developing the SCP and the MARACs used to deliver it, the leadership group identified a further key action within the SCP objective of the 2015-16 delivery plan. This is focused on finding premises suitable to house reception centres for multiple potential victims/survivors and establishing arrangements to be able to access these as required (Wales Anti-Slavery Leadership Group, 2015).

Figure 7.1: Process map of SCP



Rationale for the current approach

- 7.8 Prior to introducing the SCP, there was no clear procedure to follow to support adult potential victims/survivors of modern slavery. Children would have been supported under generic safeguarding arrangements, but these did not include much detail in relation to trafficking and many staff in children's services did not have experience of working with this type of abuse. Agencies already supporting potential victims/survivors therefore recognised that it would be beneficial to have a clear, pathway for professionals to follow if they had concerns about a potential victim/survivor.
- 7.9 In addition, the multiple organisations that might be working around a suspected case of modern slavery did not always share information in appropriate detail or in a timely manner and were not always involved in joint planning to support potential victims/survivors. It thus became apparent that multi-agency information sharing and support needed to be built into this pathway if it was to result in positive outcomes.
- 7.10 Furthermore, local agencies recognised that the 45-day reflection and recovery period offered to those referred to the NRM is often not long enough for positive outcomes to be achieved. The SCP was therefore established as a means of enabling support to continue in a more structured manner after the 45 days had expired.
- 7.11 A number of interviewed stakeholders explained that the MARAC element of the SCP was chosen as this was already understood and well-regarded by many professionals working on domestic abuse.
- 7.12 A decision was made to brand the SCP as a 'pathway' and not to use the term 'MARAC' in the initial branding. This was in order to distinguish between the SCP and the existing domestic abuse MARACs and to emphasise that investigation and support of potential victims of modern slavery could not be carried out within the domestic abuse MARACs.

Developing the current approach

- 7.13 Cardiff Partnership Board, BAWSO, New Pathways, Safer Wales and South Wales Police had developed the SCP model in response to a local need for multi-agency support for potential victims/survivors. This model was subsequently used as a template and rolled out nationally. It has been fully operational everywhere in Wales since April 2015.
- 7.14 The Deputy Chief Executive from BAWSO was allocated the SCP lead because the Welsh Government recognises the crucial role that third sector agencies have played in identifying and supporting potential victims/survivors of modern slavery (Griffiths, 2014).
- 7.15 BAWSO therefore had lead responsibility for rolling out the SCP. In order to get the SCP up and running in all regions as quickly as possible, a pragmatic approach was taken to the roll-out. This involved BAWSO utilising existing contacts and networks to find a way to promote and develop the concept of the SCP. Each region was able to slightly adapt the SCP to fit the existing local procedures and amendments were made based on feedback.

Stakeholders' appraisals of the approach

- 7.16 The majority of interviewed stakeholders felt that the approach to the SCP was suitable because it has the potential to improve outcomes relating to support for potential victims/survivors, investigation of cases, and multi-agency working.
- 7.17 The majority of interviewed stakeholders believed that the fact that the process of the SCP is simple enough to be mapped on a single page is likely to make it accessible to potential referrers. Several stakeholders also stated that the MARAC approach is a strength of the SCP because it is already understood by relevant professionals.
- 7.18 Interviewed stakeholders saw rolling out the SCP as a necessary complement to delivering the training package because the SCP is the referral route about which training attendees need to be informed.
- 7.19 However, the roll-out of the SCP began relatively quickly after its introduction in Cardiff and the Vale. A small minority of interviewed stakeholders felt that there was an element of pressure from the leadership group to roll the SCP out nationally before the Cardiff pilot had been established for long enough to enable those involved to learn lessons about how best to implement it elsewhere in Wales.

7.20 One senior stakeholder explained that conceptualising the SCP as a pathway may have been inappropriate at such an early stage. This stakeholder reported that the pathway was not originally intended to plot the whole journey for potential victims/survivors but was created to reflect the process for practitioners to refer cases into a MARAC for risk assessment.⁹

⁹ Follow up discussion with the SCP lead, training lead and anti-slavery coordinator indicated that work to develop the later stages of the pathway is ongoing. This is likely to increase now that the SCP in its current form has been rolled out and is becoming embedded.

8. Training content and structure

Overview

- 8.1 This chapter reviews the content and structure of each of the training courses and of the training package as a whole. It also rates the training courses and package against good practice identified from a review of literature.

Summary of findings

- 8.2 The content and structure of the overall training package and individual courses are a strength. The review of training materials indicates that the content is factually accurate and kept up-to-date. The target audiences and intended learning outcomes are clearly articulated. The methods of delivery are appropriate to the target audiences and there is some evidence that the material accounts for local differences in delivery. There is firm evidence that the training package is altered in response to the needs of target audiences, though there could be scope to allow individual trainers more freedom to adapt sessions to suit specific audiences.
- 8.3 The training package incorporates most elements of good practice recommended in relevant literature. Surveyed trainers and training attendees and interviewed stakeholders substantiated the findings from the review of training materials. Acting on the recommendations in relation to training content and structure would further strengthen this already successful aspect of the training offer.

Training package profile

- 8.4 Table 8.1 summarises Cordis Bright's findings on the content and structure of the individual training courses.

Table 8.1: Anti-slavery training package profile

	Lunch and Learn	Anti-slavery awareness	First responder	Organised crime and modern slavery	CSE
Aims and objectives	<ul style="list-style-type: none"> • To raise awareness about the exploitation of human beings • To understand your organisations role and responsibility in tackling modern slavery and human trafficking 	<ul style="list-style-type: none"> • Describe the different forms of Modern Slavery and Human Trafficking • Demonstrate an understanding of the reasons why people become victims/survivors • Identify the signs and indicators of a potential victim/survivor • Recognise why victims/survivors are reluctant to come forward • Demonstrate an understanding of how to refer a suspected victim/survivor for help and advice 	<ul style="list-style-type: none"> • Describe human trafficking • Explain legislation and policies in anti-human trafficking • Identify a trafficked person • Explain the role of local and national agencies in human trafficking • Examine how trafficking affects individuals • Identify responsibilities for responding to trafficking issues • Complete a National Referral Mechanism form for children and adults 	<ul style="list-style-type: none"> • To develop investigative techniques • To improve knowledge and understanding of the way in which to prosecute cases of human trafficking and modern slavery¹⁰ 	<p>By the end of the course the participants will be able to:</p> <ul style="list-style-type: none"> • Identify CSE and that a young person is at risk • Explain their role and responsibility in line with the All Wales Guidance on Safeguarding Children & Young People at risk of abuse through Sexual Exploitation • Recognise the link between CSE and trafficking • Demonstrate the assessment of a child or young person at risk using the SERAF¹¹ tool

¹⁰ There are further joint Police and CPS objectives and specific CPS objectives which are shown in the South Wales Police and CPS Joint Organised Crime Hydra Exercise course aims and objectives presentation

¹¹ Sexual Exploitation Risk Assessment Framework (SERAF) see:

http://www.barnardos.org.uk/barnardo_s_cymru_sexual_exploitation_risk_assessment_framework_report_-_english_version-2.pdf

	Lunch and Learn	Anti-slavery awareness	First responder	Organised crime and modern slavery	CSE
Target audience	Anybody who lives and works in Wales	Anybody who lives and works in Wales	<ul style="list-style-type: none"> • Police and British Transport Police • UK Border Force • Home Office Immigration and Visas • Gangmasters Licensing Authority • Local Authorities • Health • Salvation Army • BAWSO • Barnardo's Cymru • New Pathways • NSPCC 	<ul style="list-style-type: none"> • Senior Investigating Officers (Police) • Senior Crown Prosecutors (CPS) • Gangmasters Licensing Authority • HM Revenue and Customs 	Anybody who works with or is in contact with young people
Content factually correct and up-to-date	Yes	Yes	Yes	Yes	Yes
Content is reviewed and refreshed	Reviewed quarterly	Reviewed quarterly and when there is a specific legal or policy development	Reviewed quarterly and when there is a specific legal or policy development	Reviewed quarterly and updated following each course	Reviewed quarterly
Content relevant to target audiences	Yes. The course includes scope to include a short section on real life cases in order to 'bring the subject alive'	Yes	Yes	Yes. Participants complete a Hydra exercise (real-time case scenario)	Yes

	Lunch and Learn	Anti-slavery awareness	First responder	Organised crime and modern slavery	CSE
Appropriate methods of delivery to target audiences	Yes. Appropriate for a short information session	Yes. Course includes factual information, DVD clips, real life case studies, media clips and group work	Yes. The course has clearly been designed to include a range of learning styles with DVD clip and small group work	Yes. Course is a Hydra exercise	Yes. Course includes, factual information, DVD clips and case studies
The material accounts for local differences in the delivery of anti-slavery activity	There is potential for this short course to have local examples cited	There is potential to include some tailoring by citing local examples if appropriate	No structured inclusion of local detail though individual trainers may discuss this at their discretion	Course includes tailored South or North Wales police experience and guest speakers sharing relevant local knowledge	There is scope at the end of the course for participants to consider how their local responses should be taken forward
Provision of adequate information and motivation for individuals to engage with the anti-slavery agenda	Yes for a short information session	Inclusion of cases with successful prosecutions, police operations and press reports to give participants a sense that this is a 'live issue' where they can 'make a difference'	Clearly highlights the role of first responders, motivational clips and highlights the personal barriers and difficulties trafficked victims/survivors have which first responders may encounter	Hydra exercise, guest speakers and provision of relevant legislation, CPS trafficking guidance and policy	Includes relevant frameworks, motivational clips, case studies, discussion of professional experiences.
The likelihood of the training delivering its aims/objectives/ intended learning outcomes	Likely to deliver, based on broad awareness raising aims	Likely to deliver but embedding of learning could be further supported by a 'course handbook' for participants to enhance and contextualise the accurate and comprehensive advice provided on encountering a suspected victim/survivor	Likely to deliver. Participants' complete post-training 'homework' in order to receive their 'Human Trafficking Award' ensuring continued engagement following the training. This enables a further 'check' on whether they have understood the NRM protocols sufficiently	Likely to deliver, based on Hydra exercise completion, monitoring and feedback from trainers	Likely to deliver but embedding of learning could be further supported by a 'course handbook' which combines all relevant handouts as reference point for participants to use in practice

Aims and objectives of the courses

- 8.5 The aims and objectives of the courses are clearly documented within the training materials. These were also commonly understood and articulated by interviewed stakeholders, suggesting that the purpose of each training course and how they fit together has been effectively communicated to those involved in the design and delivery of the training.

Accuracy of content and frequency of review

- 8.6 The review of training materials found that the content of courses was accurate and up-to-date. The interview with the training lead revealed that the training content is reviewed on a quarterly basis and also when there is a specific policy or legislative development. This was confirmed through interviews with active trainers, who stated that they receive updates to the training material by email as and when changes are made. However, a minority of the trainers who responded to the online survey (five) did comment that it would be helpful to receive more regular updates on the case study elements of courses and on statistics.
- 8.7 A small minority of interviewed stakeholders referred to an online training hub that has been developed¹². They explained that the course materials for trainers are stored there, and that updated versions could be uploaded to the hub as necessary. The training lead confirmed that the hub exists but at present it is not fully operational. It would be beneficial to develop this hub as an efficient method of disseminating updates to trainers and possibly training attendees.
- 8.8 Review of the organised crime and modern slavery course materials shows that these were amended to include 'learning about the investigation' in the CPS objectives in order to develop understanding of the techniques used in police investigations. This demonstrates that course content is updated based on course feedback.

The content of the overall training package

- 8.9 The analysis of training materials shows that the overall training offer delivers a comprehensive and appropriate range of content, particularly in terms of content tailored to specific audiences, such as completion of the NRM form in the first responder course and the inclusion of relevant frameworks in the CSE course. The consensus amongst interviewed stakeholders was also that the training content is

¹² This is an online platform which trainers can access via a personal username and password.

comprehensive and fit-for-purpose. The training survey confirms the positive findings in relation to content because the majority of trainers (23) surveyed felt that there were no gaps in the content of anti-slavery training offered in Wales.

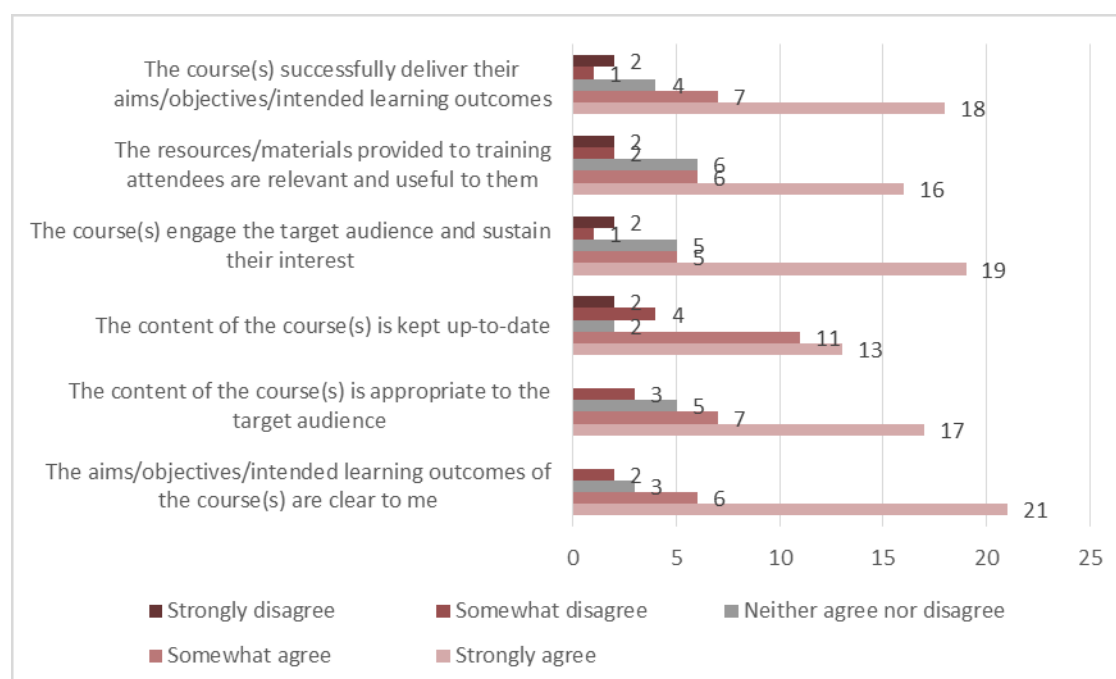
8.10 An analysis of 32 feedback forms on training delivered in Gwent provides a snapshot of feedback from attendees. This is summarised in table 8.2.

Table 8.2: Feedback from attendees in Gwent

Measure	Score				
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The agreed objectives were met				8	24
The content was appropriate and relevant	1		4	3	24
The tutor was clear			2	14	16

8.11 Table 8.2 illustrates that 32 attendees (100%) agreed or strongly agreed that the course objectives were met. 27 attendees (84%) agreed or strongly agreed that the course content was appropriate and relevant. 30 attendees (94%) agreed or strongly agreed that the tutor delivering the training was clear.

Figure 8.1: The extent to which trainers agreed with statements regarding course content and structure



- 8.12 Figure 8.1 illustrates that the majority of trainers surveyed were positive in their appraisal of the content and structure of the training course(s) of which they had knowledge. This supports the findings of the review of training materials.
- 8.13 Trainers surveyed suggest potential improvements to the courses. The most common improvement suggestions related to the anti-slavery awareness course, where eight trainers reported that the course content could be improved. One criticism was a perception that the course entails delivery of too much material and could therefore be shortened (three trainers). Review of the training materials for this course substantiates the fact that a large amount of information is covered in a short timeframe. This is echoed by a number of interviewed stakeholders, who expressed that the content of this course can appear overwhelming.
- 8.14 A second criticism was that the training is too prescriptive and does not allow trainers to tailor the training to each audience (two trainers). This was seconded by a number of interviewed stakeholders, who highlighted the benefits of tailoring the training to the region and audience but stated that there is little scope to do so within the current training content¹³.
- 8.15 Some interviewed trainers reported that they make changes informally, without agreeing these with the training sub-group. This shows initiative on the part of trainers but carries two main risks. Firstly, the modified content may be inaccurate or omit key elements. Secondly, the modified content may represent an improvement on the original content but it will not be shared with other trainers because it is being delivered on an ad hoc basis.
- 8.16 A few improvement suggestions also emerged from interviews with stakeholders. For example, one stakeholder suggested combining aspects of the anti-slavery awareness course content and the CSE course content for audiences who require less detail and may not have time to dedicate to two separate training sessions.

Inclusion of the voice of victims/survivors

- 8.17 The review of training materials found that the voice of the victim/survivor is included in the CSE, first responder and anti-slavery awareness courses predominantly through film clips¹⁴. In addition, the organised crime and modern

¹³ Discussion with the training lead indicates that the leadership group and operational group are aware of these concerns. However, the relatively prescriptive nature of the training content relates to the training package's alignment with the Welsh Government Training Framework. In order for courses to be accredited within this framework, their content must follow a standard, agreed format.

¹⁴ For example, the CSE course includes two films 'Caught in Traffick' (created by Merthyr Tydfil All Youth Forum) and 'Hidden' (created by Barnardo's Cymru in conjunction with BBC Cymru and Welsh College of

slavery course has directly included the victim/survivor voice through inviting a victim/survivor of human trafficking on to the course to speak with training attendees.

- 8.18 The majority of interviewed stakeholders confirmed that the voice of victims/survivors comes through in the training. On the other hand, around a third of stakeholders said that victims/survivors were not involved in the design of the training or that they were not sure how and whether victims/survivors were involved. Two of these stakeholders noted that they are still confident that victims/survivors views have been adequately incorporated because the training has been designed by professionals who work directly with victims/survivors.

Meeting the needs of potential target audiences

- 8.19 The target audiences for all courses were clearly documented within the training materials. They were also commonly understood and articulated by interviewed stakeholders.
- 8.20 Analysis of training materials finds evidence to suggest that the overall training offer meets the needs of all potential target audiences. The lunch and learn and anti-slavery awareness courses target a very wide audience and can therefore offer introductory training to people with diverse roles and experiences. In addition, the lunch and learn course provides an example of developing the training package in response to audience need, because it was developed to meet the needs of those who do not have the time to attend a three-hour course.
- 8.21 There is also a bespoke, short online course on human trafficking and modern slavery for police officers and staff¹⁵. This does not form part of the national training package. However, senior stakeholders reported that it is complementary to the package because it offers another mechanism by which anti-slavery training can be delivered to police officers and staff. For example, Gwent Police has put 16,000 staff through this training.
- 8.22 Interviews with the training lead and anti-slavery coordinator offer evidence of ongoing development of the overall training package to meet the needs of newly-identified potential target audiences. They report plans to adapt the anti-slavery awareness course especially for hotel employees, with Celtic Manor hotel as the lead, which would highlight issues specific to the hotel trade. The first responder

Music and Drama). The first responder course starts by asking participants to shut their eyes and listen only to 'Nok's story' which is the tale of an individual trafficked victim/survivor.

¹⁵ This is provided through the NCALT E-learning packages: <http://www.ncalt.com/>

and organised crime and modern slavery courses are examples of courses which are tailored to meet the needs of professionals in particular roles. For example, the organised crime and modern slavery course is tailored to the target audience both in terms of course content and method of delivery. The Hydra exercise involves a 'real time' missing person case, in which participants receive a missing person report that they are required to investigate. This is followed by intelligence inputted at certain points, such as witness statements, photographs and police computer updates. Participants are required to produce decision logs which trainers monitor.

- 8.23 According to two interviewed stakeholders, the organised crime and modern slavery course has been described as ground-breaking by Group of Experts on Action against Trafficking in Human Beings (GRETA¹⁶), a Council of Europe initiative. In addition, four stakeholders emphasised that the course is attended by senior investigating officers from police forces outside of Wales. This provides evidence that the course is well-regarded and is perceived as meeting a training need not met by local courses available to these forces.
- 8.24 The majority of interviewed stakeholders stated that most audiences' needs are met by the current training provision and that the training reflects and responds to the different types of exploitation experienced by victims/survivors.
- 8.25 However, a minority of interviewed stakeholders stated that the training package is too heavily tailored to professionals, such as frontline workers, and as a result is not as suitable for the general public or young people. Similarly, nearly a third of trainers who completed the online survey (nine) reported that there were potential audiences whose training needs are not currently being met. Two trainers identified a gap in terms of meeting the needs of young people. They reported that there was a need to develop training specifically tailored for young people on all types of modern slavery, and particularly on CSE.
- 8.26 In response to this perceived need, a first responder agency in Western Bay reported delivering preventative training to young people. This encompasses a lunch and learn course for over 18s and a brief training package aimed at 14-17 year olds. Additionally, the Welsh Government is engaging the Neighbourhood Watch and victim support schemes to encourage their staff to attend training.

Comparison of training package to good practice evidence

¹⁶ https://www.coe.int/t/dghl/monitoring/trafficking/Docs/Monitoring/GRETA_en.asp

- 8.27 Research evidence in the anti-slavery and VAWDASV sectors identifies areas of good practice in training provision in order to increase awareness of how to identify and approach modern slavery and trafficking. The intention is to enable consistent, early and effective identification of victims/survivors for support and investigation. The extent to which each specific training course and the overall training package follow elements of good practice has been assessed, as shown in Table 8.3.
- 8.28 This provides evidence that specific anti-slavery training courses and the overall training package follow good practice guidance in the majority of areas. In addition, the training lead reported that she is regularly approached by representatives from regions in England and countries in Europe seeking to learn from anti-slavery training strategy and practice in Wales. She also stated that she has been approached by the representatives of the European Parliament.
- 8.29 The chief potential areas for development are:
- Exploring whether some training courses should be made mandatory for particular groups of professionals.
 - Provision of the entire training package as part of continuing professional development (CPD) schemes to enable sustainable and widespread learning.
 - Continuing to work towards accreditation of all courses within the training package within the Welsh Government national Training Framework, with each course graded according to competency criteria¹⁷.
 - Developing training provision to ensure the ongoing training and development of practitioners, to ensure their knowledge is refreshed and updated.
- 8.30 The Wales Anti-slavery Leadership Group report a commitment to develop a 2016-2017 implementation plan based on the recommendations of this evaluation, showing an intention to build on success and address areas for improvement. This means that there is potential for the anti-slavery training provision to meet all good practice guidelines in the future.

¹⁷ Interviews with the anti-slavery coordinator and training lead suggest that this is already underway.

Table 8.3: RAG ratings for training package in comparison to good practice

Good practice element	Lunch and Learn	Anti-slavery awareness	First Responder	Organised crime and modern slavery	CSE	Overall training package
Increase professionals' awareness of modern slavery ¹⁸	●	●	●	●	●	●
Provide training on victim/survivor identification to enable early and effective identification ¹⁹	●	●	●	●	●	●
Inclusion of the voice of the victim/survivor ²⁰	●	●	●	●	●	●
Provision of specific training on trafficking of children ²¹	●	●	●	●	●	●
Provision of multi-agency training to facilitate coordinated intervention ²²	N/A	●	●	●	●	●
Provision of consistent, high quality and monitored training ²³	●	●	●	●	●	●
Provision of training as part of Continued Professional	●	●	●	●	●	●

¹⁸ Centre for Social Justice (2013)

¹⁹ Centre for Social Justice (2013 and 2015) and (Doherty and Morley (2013)

²⁰ Bokhari and Kelly (2010) and De Angelis (2014)

²¹ Hynes (2015) and Pearce (2011)

²² Todres (2010) and Rigby et al. (2012)

²³ Human Trafficking Foundation (2013)

Good practice element	Lunch and Learn	Anti-slavery awareness	First Responder	Organised crime and modern slavery	CSE	Overall training package
Development schemes to enable sustainable and widespread learning ²⁴						
Tiered provision of specialist training tailored to target audiences ²⁵	●	●	●	●	●	●
Provision of ongoing training and development for practitioners ²⁶	●	●	●	●	●	●

²⁴ Human Trafficking Foundation (2013)

²⁵ Welsh Government (2012)

²⁶ Home Office (2011 and 2012)

9. Delivery of the training

Overview

- 9.1 This chapter presents findings on the delivery of training. It summarises the numbers of trainers available to deliver training and examines their recruitment and preparation. It considers evidence relating to the quality assurance, promotion and administration of training, as well as whether the current training structures can respond to increasing demand.

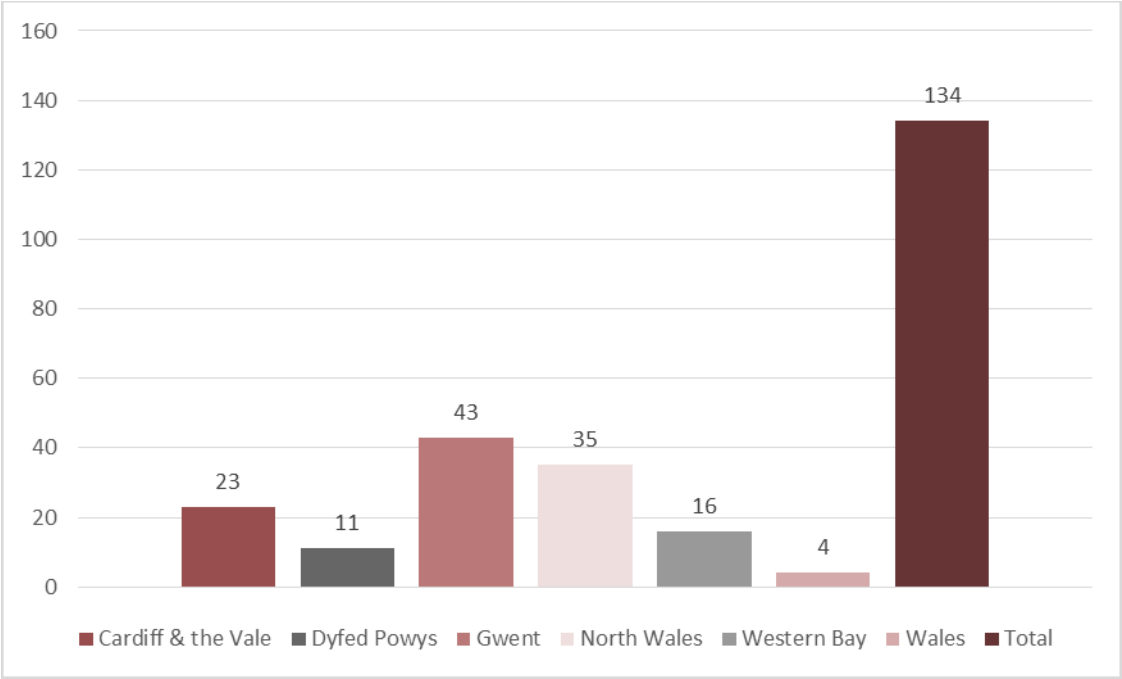
Summary of findings

- 9.2 There is a pool of just over 40 trainers who actively deliver the anti-slavery awareness/first responder training. 132 trainers were trained to deliver these training courses but many of them have found it difficult to deliver, chiefly as a result of the voluntary nature of training delivery and competing demands on their time. There is a pool of 52 trainers for the CSE course, although these trainers have not yet delivered the course. Some regions and organisations appear to be under-represented within the trainer pool. In addition, the combination of a relatively small pool of trainers and the volunteer model used to deliver the training can place pressure on active trainers in juggling the demand for training with their paid roles. At present, this may negatively impact on the capacity of the training to respond to increasing demand.
- 9.3 Trainers generally report feeling well-prepared to train and the reviewed feedback from training attendees suggests that they mainly value the training and believe it is well-delivered. Work is underway to improve the performance monitoring and quality assurance of training and it will be important to build on this in the future.
- 9.4 The training package and some courses are currently referred to by more than one name. It would be helpful to develop more consistent branding in the future and to include the term 'modern slavery' or 'anti-slavery' within this branding (as opposed to trafficking).

Trainers available to deliver training

- 9.5 The training lead provided Cordis Bright with data on all trainers recruited to the training pool as at December 2015. This was a total of 134 trainers.

Figure 9.1: Total number of anti-slavery awareness and first responder trainers in pool by delivery region



9.6 Figure 9.1 presents a breakdown of the number of trainers in the pool by the region in which they deliver or intend to deliver training²⁷. This indicates that Gwent has the largest number of trainers in the pool (43). Dyfed Powys, on the other hand, is only served by 11 trainers.

Figure 9.2: Number of CSE trainers in the pool by delivery region

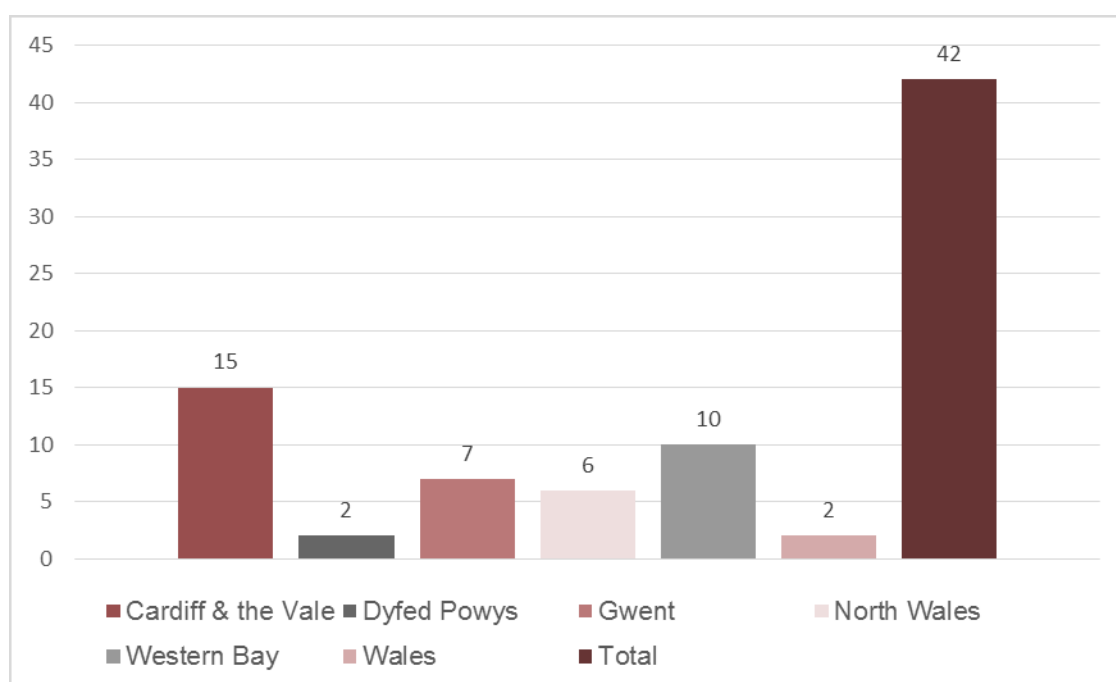


²⁷ “Wales” refers to trainers who are available to deliver training Wales-wide.

9.7 Figure 9.2 shows the number of trainers in the pool for the CSE course²⁸. It also indicates the extent of overlap between trainers in the CSE pool and those in the anti-slavery awareness/first responder pool. As this is a new course, none of the trainers in the pool has yet delivered the CSE training. So far, 52 professionals have joined the pool, 42 of whom are not in the pool for the anti-slavery awareness/first responder training. Again, Gwent is the area where most CSE trainers intend to deliver the course (20). North Wales has no CSE trainers and Dyfed Powys has only one.

Trainers actively delivering training

Figure 9.3: Number of active trainers by region of delivery

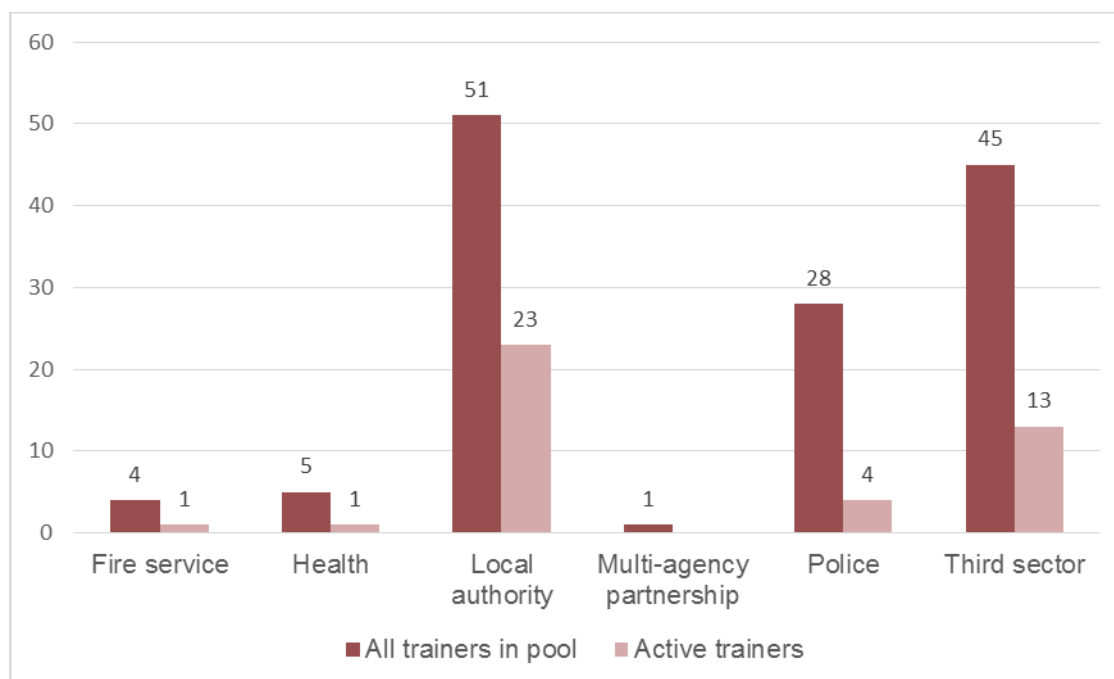


9.8 Of the 134 trainers in the pool, 42 (31%) had actually delivered training prior to December 2015. Figure 9.3 presents a breakdown of these active trainers by the region in which they deliver training²⁹. The highest proportion of them are based in Cardiff and the Vale (15). Meanwhile Dyfed Powys is only served by two active trainers.

²⁸ Again, “Wales” refers to trainers who are available to deliver training Wales-wide.

²⁹ Again, “Wales” refers to trainers who are available to deliver training Wales-wide.

Figure 9.4: Number of anti-slavery awareness/first responder trainers by organisation in which they are based



9.9 Figure 9.4 illustrates that the largest proportion of trainers, both in the pool (51) and actively training (23) are local authority staff. The third sector is also strongly represented by trainers, with the second highest proportions in the pool (45) and actively training (13). This includes organisations like BAWSO and New Pathways. The police have the largest discrepancy in percentage terms between the number of trainers in the pool (28) and the number actively delivering (4).

Recruitment of trainers

9.10 Trainers who deliver the training generally do so on a voluntary basis. Many trainers are released by their organisations for the time required to deliver the training and some organisations actively encourage their staff to deliver this training.

9.11 In order to attend the training course, trainers must either have a trainer qualification³⁰ or be a subject matter expert. They then attend a training preparation course to prepare them to deliver the anti-slavery training.

9.12 Interviews with stakeholders indicate that the approach to the recruitment of trainers has been modified over time. Initially, the regional fora circulated the dates of training preparation courses and allowed anyone who volunteered to book themselves onto the training. The primary aim at this stage appears to have been

³⁰ Such as: Train the Trainer; Preparing to Teach in the Lifelong Learning Sector (PTTLS); Certificate in teaching in the Lifelong Learning Sector (CTTLS); Diploma in teaching in the Lifelong Learning Sector (DTTLS); Post Graduate Certificate in Education (PGCE).

recruiting high enough numbers of trainers to make the volunteer model sustainable and able to respond to demand.

9.13 However, the majority of interviewed stakeholders recognised that this approach had resulted in some challenges. These included:

- Some of the trainers who volunteered did not have sufficient first-hand experience and knowledge to talk about modern slavery with confidence.
- Some of the trainers did not commit to delivering training once they had completed the training preparation course.
- Organisations do not always have the capacity to release trainers from their day-to-day roles in order to deliver training.

9.14 This has resulted in a core of trainers who actually deliver training and a wider pool of trainers who are not actively engaged in the training. In some regions, there are very few active trainers.

9.15 The training lead reported that as a result of these issues she has introduced a requirement for trainers to deliver four courses per year in order to remain in the training pool. In addition, some interviewed stakeholders involved in the recruitment of trainers stated that some of the regional fora have begun to develop stricter criteria for who can be put forward to attend the training preparation course. Several of these stakeholders felt that it was important to increase the emphasis on potential trainers' own experience of working with modern slavery cases and also on selecting potential trainers who have been recommended as suitable by others.

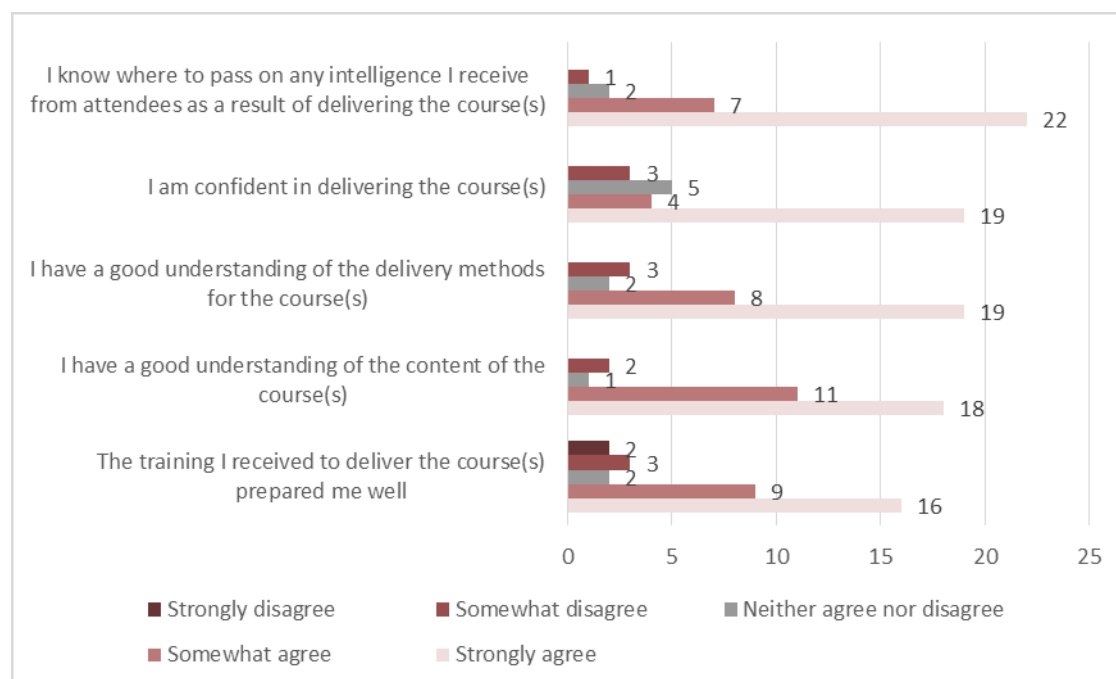
9.16 Interviewed stakeholders highlighted a range of organisations that have provided trainers within the pool. In the main, these corresponded to the categories in figure 9.4. When asked which agencies were under-represented as trainers, the most common responses were health, housing and schools. Stakeholders perceived that increased participation in training delivery (and consequently in training attendance if trainers delivered to professionals in similar roles to themselves) by these agencies could improve outcomes for potential victims/survivors because staff in these organisations would have extensive opportunities to identify and support potential victims/survivors. This suggests that it might be beneficial to focus recruitment efforts on these agencies in the future.

- 9.17 One interviewed stakeholder and one surveyed trainer also highlighted that efforts should be made to recruit Welsh-speaking trainers because there are currently no Welsh speakers in the training pool.

Preparation of trainers

- 9.18 The training preparation course covers all the materials for the participant course they are being trained to deliver. In addition, the training preparation course identifies 'learning styles' as a key aspect which trainers need to be made aware of. This is echoed in the way in which the subjects are covered in the course, such as through DVD clips, group work and feedback and more traditional information-giving.
- 9.19 Furthermore, the course is tailored depending on the previous experience of the trainers. For example, when the training takes place following an awareness event, it is reduced to half a day, rather than a full day. Refresher training is also offered to ensure that trainers maintain their knowledge and skills on an ongoing basis.
- 9.20 Evidence from the review of training materials suggests that guidance for trainers is likely to result in standardised delivery of the all training courses by all trainers, predominantly due to detailed notes.

Figure 9.5: The extent to which trainers agreed with statements relating to preparation of trainers³¹



³¹ Two respondents did not answer this question and one further respondent did not respond to the extent to which they agree with the statement 'The course increased my understanding of modern slavery'.

- 9.21 Figure 9.5 shows that the vast majority of trainers surveyed reported they were well prepared for the training course(s) they were trained to deliver (25), they had a good understanding of content (29) and delivery methods (27), they were confident in delivering the course(s) (23) and they knew where to pass on any intelligence received from attendees (29). This supports the findings of the review of the materials from the training preparation course that it is likely to prepare trainers well for delivery of anti-slavery training.
- 9.22 However, five of the surveyed trainers reported that they did not feel well prepared to deliver the course(s) in which they had been trained. Three trainers reported that the training preparation courses required improvement.

Quality assurance of training delivery

- 9.23 Interviewed stakeholders described two main elements to quality assurance; a system requiring trainers to co-tutor and to deliver courses on a regular basis, and feedback from attendees.

Co-tutoring and regular delivery

- 9.24 Documentary evidence indicates that following the training preparation course, prospective trainers are committed to delivering four sessions in a 12 month period as 'co-tutors' in order to 'qualify' as a trainer. For the first responder course the trainer must be accompanied by a BAWSO or New Pathways representative as their co-trainer in order to ensure accuracy about the completion of NRM forms. The instructions on delivering training following the training preparation course changed slightly in November 2015 with the intention of making it easier for trainers to deliver courses. These include:
- If qualified trainers have delivered the 4 sessions required in a 12 month period they can begin to train independently on the anti-slavery awareness course.
 - Non-qualified trainers must continue to co-tutor.
 - The first responder course must continue to have New Pathways/BAWSO as co-tutors to ensure expertise in the NRM process is maintained.
- 9.25 Interviewed stakeholders confirmed that the process of co-tutoring is in place and also the requirement to deliver four training sessions per year.

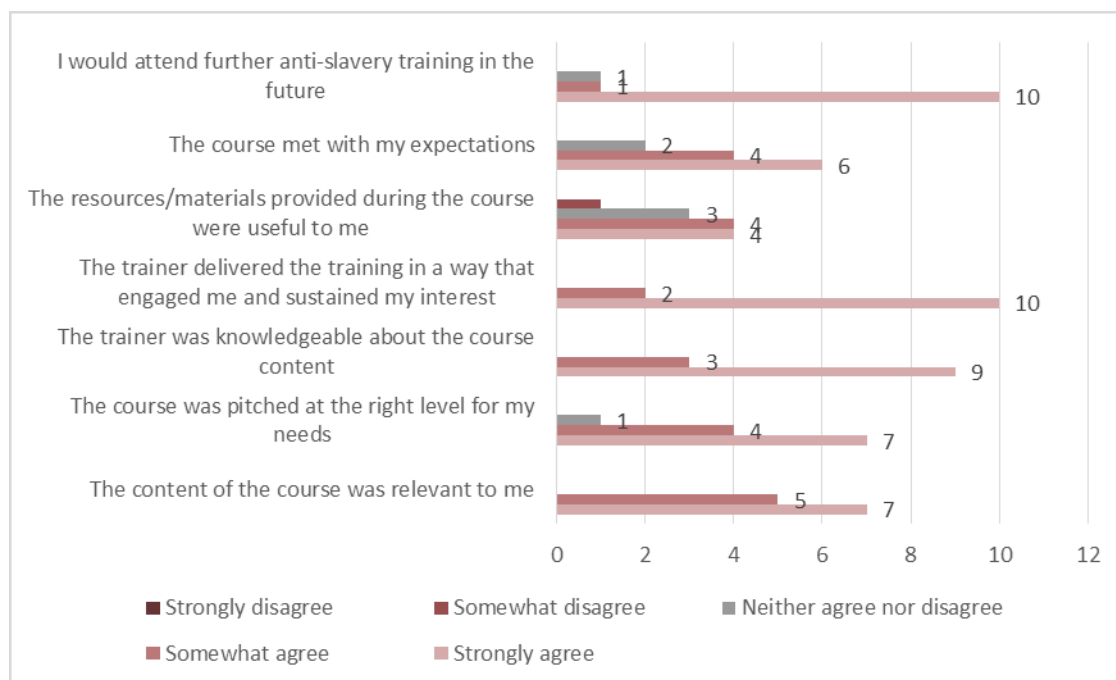
Feedback from training attendees

- 9.26 The majority of interviewed stakeholders reported that feedback from training attendees is collected at the end of each training session. Cordis Bright was provided with a number of templates for the feedback forms and with some examples of completed feedback forms for particular training sessions. This suggests that the mechanism is in place, but the small numbers of completed forms provided did not enable Cordis Bright to independently confirm that the feedback is systematically collected.
- 9.27 The feedback templates and forms reviewed were not in a consistent format. In some instances this was because the templates used to collect the feedback varied and in some instances it was because the methods for collating the feedback varied. In order to be able to collate and compare the feedback effectively in the future, it would be beneficial to establish a standardised format for the feedback.
- 9.28 The process by which the feedback is collated was not clearly and consistently articulated by interviewed stakeholders. For example, some stakeholders described a process in which trainers return the forms to the regional coordinator (the community cohesion coordinator in most regions or the training coordinator in Cardiff and the Vale), who prepares a summary report for the training lead. However, others described a process by which the trainers return the forms to the training lead, who reviews the information and provides feedback to the regional fora.
- 9.29 In addition, regional variations are suggested by stakeholders' interview responses. Swansea, Cardiff and Dyfed Powys reportedly collate and submit their feedback more consistently than North Wales and Gwent.
- 9.30 A minority of interviewed stakeholders expressed doubts as to the rigour with which the feedback forms are reviewed and whether any action is taken as a result. For example, one trainer stated that they had never been asked to submit their feedback forms and other stakeholders expressed that they had seen collated data on numbers attending training but not on feedback. Two stakeholders indicated that outcome measures for the success of the training have not been clearly defined.
- 9.31 Recommendations by interviewed stakeholders on how to improve the quality assurance of training included:
- Experienced trainers and/or senior staff from the leadership group could attend and evaluate sessions.

- Outcome measures should be established to measure the training’s impact. For example, a measure to capture the relationship between amount and quality of training delivered regionally and numbers of SCP and NRM referrals in the same region could be a helpful indicator of impact.
- A dedicated post should be funded to handle the performance monitoring of training.

Training attendees’ appraisals of delivery

Figure 9.6: The extent to which training attendees agreed with statements about the delivery of the course



- 9.32 Figure 9.6 indicates that the very small proportion of training attendees who completed the survey were generally positive about their experience of the course. Ten of the 12 attendees reported that they would attend anti-slavery training in the future, showing a strong level of engagement with the subject.
- 9.33 Two attendees reported that the training was ‘professional, well delivered and well organised’. One trainer felt that it was important to continue delivering joint training to the CPS and police as part of the organised crime and modern slavery course because it ‘helps to improve communication between the two organisations’. Another attendee reported that the course was ‘clearly delivered by people who cared about the subject matter in hand’.
- 9.34 However, two attendees reported that the training could be improved by providing more information prior to the session and more handouts to take away.

Promotion and administration of training

- 9.35 Interviewed stakeholders referred to the training package by a number of different titles, including human trafficking training and anti-slavery training. In future promotional work, it will be important to use one title consistently and to refer either to 'anti-slavery' or to modern slavery in this title. These terms are more closely aligned to current strategy and legislation. They also communicate the message that victims/survivors of modern slavery do not necessarily have to be trafficked.
- 9.36 Interviews with stakeholders revealed that community cohesion coordinators play a key role in the promotion and administration of training at regional level. This includes planning and advertising training schedules, taking bookings and organising trainers to deliver courses.
- 9.37 The community cohesion coordinator posts are funded by Welsh Government and 20% of their time is funded for modern slavery work. There are eight community cohesion coordinators operating across Wales, who each cover two or three local authority areas.
- 9.38 Evidence from stakeholder interviews suggests that there are regional variations in the extent to which post-holders dedicate time and resources to the modern slavery work. This is partly as a result of the differing local contexts in which they are operating, which influence the degree to which modern slavery is viewed as a priority within their work. It is also partly a result of post-holders' personal interest in the issues, with those who are particularly interested dedicating additional time and delivering over and above the expected role. This leads to regional variations in how effectively the anti-slavery training is promoted and coordinated³².
- 9.39 Cardiff and the Vale has allocated additional resources for coordinating the anti-slavery training. This region has funded a part-time training coordinator who fulfils the same functions as the community cohesion coordinators. This post sits within BAWSO. Interviewed stakeholders suggested that this has led to training being promoted and coordinated more effectively, efficiently and systematically than in some other regions.
- 9.40 At present, North Wales has a dedicated anti-slavery coordinator post. Interviewed stakeholders found that this makes a real difference to the effectiveness of training coordination by offering leadership and additional dedicated resource. The coordinator is based in the local authority and one stakeholder thought that this was

³² Follow-up discussion with the anti-slavery coordinator suggests that work is being undertaken to address the varying levels of activity by different community cohesion coordinators. For example, new work plans for 2016-17 have been negotiated, in which their expected tasks are more clearly specified.

particularly effective, with respect to developing a network and positive working relationship with local authorities.

Capacity of training to respond to increasing demand

9.41 The vast majority of interviewed stakeholders do not believe that current training arrangements could respond to increasing demand. The reasons most often cited for this were:

- The core of trainers who actually deliver training is too small to be able to absorb increased demand.
- The volunteer train the trainer model means that many trainers deliver courses on top of their day job and therefore have limited capacity to deliver training.
- There is not enough commitment from several agencies who could release more trainers.
- The lack of a funded anti-slavery training lead for Wales means that this is a voluntary role which has to be juggled alongside a full-time paid role.
- The limited funding and dedicated resources allocated to coordinating the training at regional level mean that staff are balancing competing priorities and may not be able to spend adequate time on training coordination.

9.42 Suggestions from interviewed stakeholders on how to improve the sustainability of training included:

- Focus on improving the knowledge of existing trainers and on freeing up this experienced cohort.
- Develop an e-learning module to raise awareness of modern slavery and use the face-to-face sessions for front line professionals.
- Create an incentive for agencies, so they feel there is something in it for them when they release staff to deliver training.

Maximise the capacity of current trainers; if they deliver a morning session, schedule an afternoon session in the same place as well.

10. Delivery of the survivor care pathway

Overview

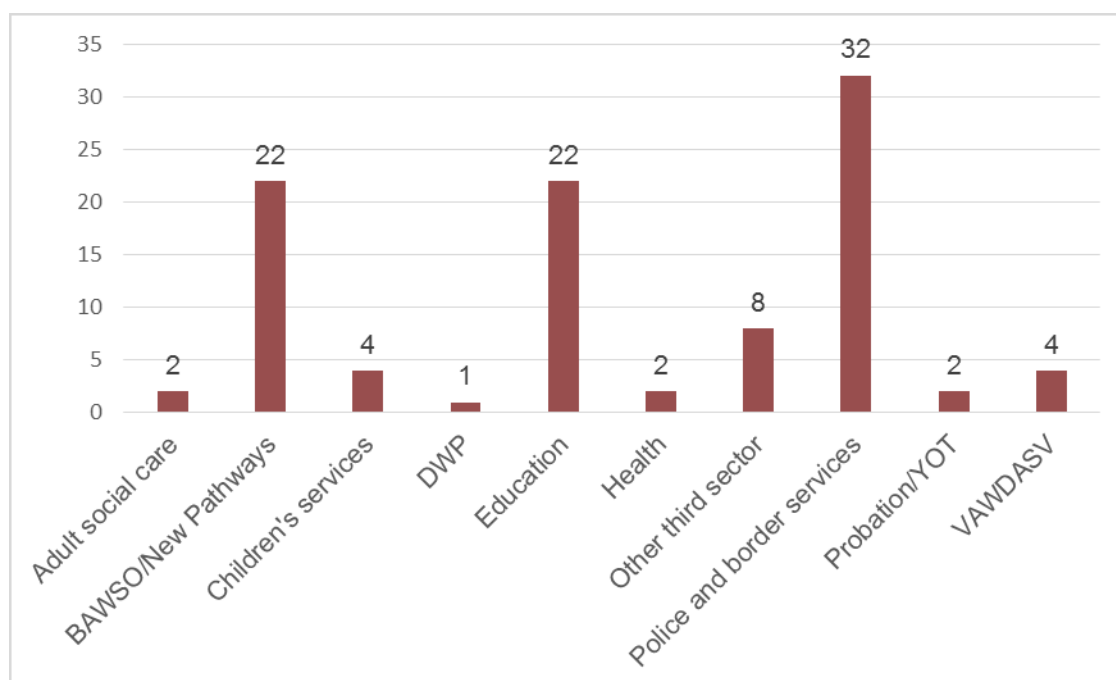
- 10.1 This chapter presents findings on the delivery of the SCP. It explores the involvement of different agencies and describes the processes involved in delivery.

Summary of findings

- 10.2 Agencies who are most actively involved in the SCP are the police and border services, BAWSO and New Pathways and education. Some agencies who would theoretically be in a position to identify potential victims/survivors are not making many referrals. This includes children's services, adult social care and health.
- 10.3 The entry points into the SCP and the MARAC process involved in delivery were clearly articulated and positively appraised by interviewed stakeholders. The exit point from the SCP was less clear, but this could be clarified by improved branding and promotional work. This should acknowledge that the MARAC is the primary delivery mechanism for the SCP, which is chiefly about multi-agency planning and support, and that other services are theoretically available to those who do not access the SCP too.
- 10.4 Performance monitoring and victim/survivor consultation on the SCP could be improved, and this should ideally be aligned to the monitoring of training so that the relationship between the two strands can be captured. This would be likely to require the introduction of dedicated resources/personnel to collate and analyse performance monitoring data and explore connections with training.

Agencies referring to SCP

Figure 10.1: Agencies referring to the SCP

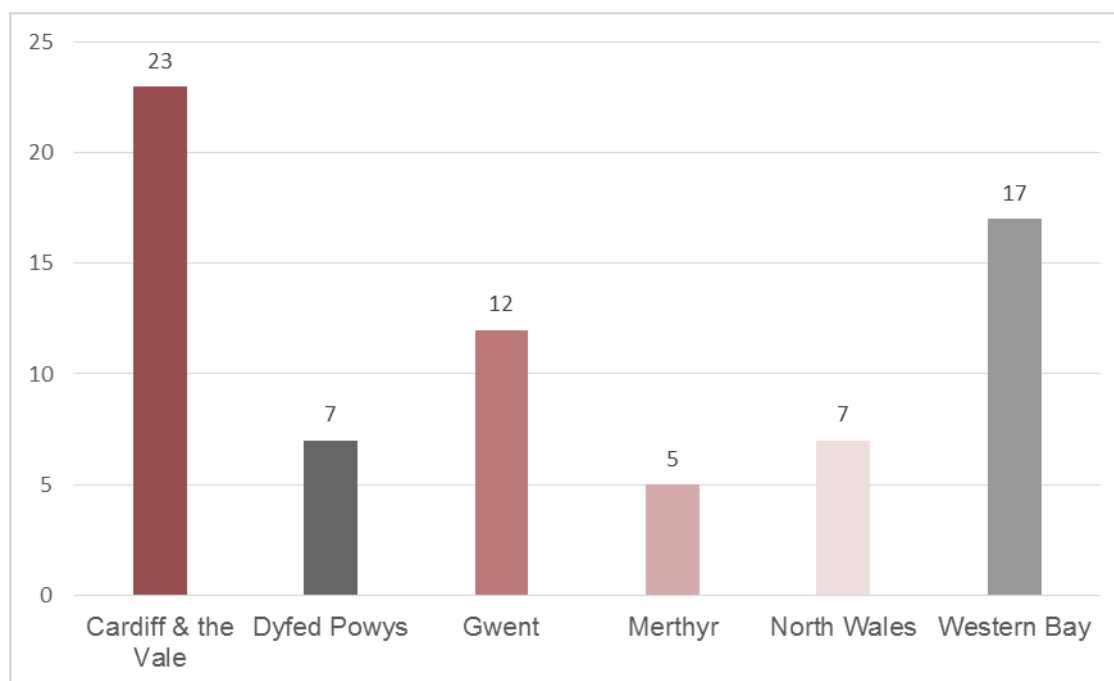


- 10.5 Figure 10.1 presents data on the types of agency making referrals to the SCP. This information was recorded for 99 cases. The types of agency making the highest numbers of referrals are the police and border services (32 or 32%), third sector first responder agencies, namely BAWSO and New Pathway (22 or 22%) and education (22 or 22%).
- 10.6 Any referral to the SCP should be viewed positively because it represents the identification of a potential victim/survivor and knowledge of the appropriate referral route. However, the numbers of referrals from adult social care (2 or 2%), children's services (4 or 4%) and health (2 or 2%) are relatively low. These are agencies which stakeholders believe should be in a position to identify potential victims/survivors. Interviewed stakeholders also identified a number of other agencies that they felt were less likely to refer to the SCP, although they were likely to encounter potential victims/survivors. These were fire and rescue services, youth offending teams, school staff and care home staff. The majority of stakeholders attributed the perceived lack of referrals from these groups to a lack of awareness of the SCP.
- 10.7 It will be important to monitor the levels of referrals from all agencies on an ongoing basis to determine whether referrals from these sources increase, and whether any continued low levels of referrals indicate a training need and/or a lack of engagement with the SCP.

Agencies attending MARACs

10.8 Cordis Bright was provided with data on the agencies who have attended MARACs in the different regions. Figure 10.2 summarises these data.

Figure 10.2: Total number of agencies attending at least one MARAC



- 10.9 Figure 10.2 illustrates that the highest number of agencies have attended at least one MARAC in Cardiff & the Vale, where the MARACs have been established for the longest, 23 different agencies have attended at least one MARAC in the period from April 2014 to December 2015. In Merthyr, where the MARACs have recently been established, five agencies have attended to date.
- 10.10 Comparison of the types of agencies attending in different regions finds that the police and third sector first responders (i.e. BAWSO and/or New Pathways) are the only types of agency who have attended MARAC in all regions. Clearly these represent the core agencies who are required to attend a MARAC.
- 10.11 A range of other types of agencies have attended one or more MARAC in one or more region. These include adult safeguarding, children's services, DWP, education, health, housing, UKVI and range of specialist agencies from both the public and voluntary sector.
- 10.12 Cardiff and the Vale's data also indicated the frequency of attendance of different agencies. Analysis of these data showed that core agencies, such as South Wales Police, BAWSO, New Pathways, children's services, the education welfare service, UK Visas and Immigration, Cardiff and Vale University Health Board, DWP and

Cardiff Partnership Board were regularly in attendance at MARACs. In addition, a number of specialist agencies attended only one MARAC, suggesting that Cardiff and the Vale are identifying relevant agencies to invite on a case-by-case basis.

- 10.13 Interviewed stakeholders working in all regions highlighted that organisations are invited to attend MARACs on a case-by-case basis, depending on the needs of individual potential victims/survivors being discussed. One stakeholder from Cardiff and the Vale highlighted an approach taken to support professionals to attend by reducing the burden of attendance on their time. Cases are allocated a time slot within the meeting so that professionals who are involved with only one of the cases under discussion at the MARAC can join the meeting to discuss that individual only.
- 10.14 The agencies that were most commonly-identified by interviewed stakeholders as needing to engage more with the SCP, and at MARACs in particular, were health, mental health services, education, children's services and adult social care. Some stakeholders suggested that attendance at the MARACs should be made mandatory for key organisations who are likely to be able to contribute to the support or investigation of cases presented at the MARACs.
- 10.15 These findings should be understood in the context of the time and resources required to roll out the SCP. Senior stakeholders reported that the roll-out involved identifying the best methods through which to introduce the SCP in each region and spending time encouraging agencies to engage with the concept and the operation. It therefore seems likely that attendance (and indeed referrals) to the MARACs will build up over time as the SCP becomes more embedded and as lessons are learned through implementation.

Accessing the SCP

- 10.16 Interviews with stakeholders involved in the delivery of the SCP indicated that these professionals have a clear, common understanding of the access points for the SCP. They were all able to articulate the process of accessing the SCP for both child and adult potential victims/survivors.
- 10.17 The vast majority of interviewed stakeholders believed that the SCP is equally accessible to all potential victims/survivors of modern slavery. In general this was felt to be because the training disseminates an understanding of all types of exploitation, meaning that those who have attended theoretically have the knowledge to identify potential victims/survivors. The fact that the SCP tailors support to individual potential victims/survivors was also seen to make it accessible

to all. Nonetheless, small numbers of interviewed stakeholders did identify particular groups who might encounter barriers in accessing support. These included:

- Those who have no recourse to public funds.
- Those who do not speak English or Welsh.
- White British victims, because of perceptions that modern slavery involves trafficking people from abroad.
- Those who misuse substances, who may find it more difficult to engage with support on a regular basis.
- Male victims, who may find it more difficult to recognise that they are being exploited and are less likely to be recognised as potential victims/survivors by others.

- 10.18 A minority of interviewed stakeholders believed that the SCP is not equally accessible to all potential victims/survivors because the training has not yet adequately engaged with all professionals or members of the public who might come into contact with potential victims/survivors.

The MARAC process

- 10.19 Interviewed stakeholders who are involved with the MARACs were asked to describe the MARAC process. Their descriptions of the MARAC process were broadly similar, although some regional differences emerged.

Convening the MARAC

- 10.20 Upon referral, BAWSO is responsible for convening the MARAC. The referrer normally suggests who to invite, although in some cases BAWSO may have additional input into this.

Waiting times between referral and MARAC

- 10.21 The monitoring data provided for the SCP does not include data on the time between referral and discussion at MARAC. However, interviews with stakeholders indicated that a MARAC normally takes place within seven days of the initial referral to the SCP but that it can be sooner if the case is urgent.
- 10.22 Most interviewed stakeholders reported that MARACs are held for individual cases because the numbers of referrals are small enough for this to be manageable. The exception to this is Cardiff and the Vale, which has regular monthly MARAC dates

agreed in advance. Stakeholders in Cardiff and the Vale explained that a MARAC can be held between these dates if a case requires urgent discussion.

Chairing the MARAC

- 10.23 The police are responsible for chairing the MARACs in each region. A number of interviewed stakeholders stressed the importance of this because it provides a link between investigation of the suspected offence and support for the potential victim/survivor, and it ensures that the police are engaged in the multi-agency work.

Allocation of lead agency

- 10.24 When cases discussed at a MARAC require further action (i.e. are not closed following the MARAC), a lead agency is allocated. The lead is normally allocated to the agency which has most contact with the potential victim/survivor or which agency is likely to have most input into the case following the actions agreed at the MARAC.

Administration of the MARAC

- 10.25 Arrangements for the administration of the MARAC vary across the regions. For example, in Cardiff and the Vale there is a dedicated administrator post to support the MARACs, based in BAWSO and funded by Cardiff Partnership Board. Responsibilities include gathering additional information from the referrer and other partners prior to the MARAC, inviting attendees and taking minutes. At present, this worker takes on some of the administration for MARACs in the other regions (although the post is not funded for this). In Dyfed Powys and Gwent, on the other hand, there is no dedicated human trafficking MARAC coordinator and the MARAC process relies on the MARAC administrator based in Cardiff and the Vale or a worker at the BAWSO office in North Wales.
- 10.26 As with the training, interviewed stakeholders reported that the administration of the SCP is time-consuming and would benefit from more dedicated resources in terms of funded staff time to coordinate and report on the MARACs.

Support available to victims

- 10.27 Interviewed stakeholders mentioned several types of support available to potential victim/survivors through the SCP, including: safe accommodation, one-to-one support, health screening, counselling, support to attend appointments and interviews, support to source permanent accommodation, financial advice, help to return to their home country and interpreting services.

- 10.28 Support is also available for male potential victims/survivors through BAWSO's male trafficking project, which has a male outreach worker to signpost to services and support with asylum applications.

Exiting the SCP

- 10.29 From interviews with stakeholders, it was difficult to establish when a potential victim/survivor exits the SCP and what happens following exit. For example, one stakeholder referred to a lack of long-term support for potential victims/survivors whilst another indicated that potential victims/survivors can access support indefinitely.
- 10.30 The connection is between the SCP and referral to the NRM is not clear. Interviews with stakeholders suggest that potential victims/survivors can access the SCP irrespective of whether they agree to an NRM referral. This suggests that access to elements of support offered by the SCP is not dependent on a Home Office-funded reflection and recovery period.
- 10.31 It is possible that conceptualising the SCP as a pathway is what is leading to confusion about the exit point and also about its relationship to the NRM. What distinguishes the SCP from previous support arrangements for potential victims/survivors of modern slavery is the single point of contact for referrals and the use of a MARAC. These elements have no direct relationship to funding for individual support packages and are not in fact a 'pathway' per se; they chiefly relate to improved multi-agency working and ensuring that professionals encountering potential victims/survivors have access to support from agencies specialising in working to tackle modern slavery. It may therefore make more sense to re-brand the SCP as a 'modern slavery MARAC' or 'anti-slavery MARAC'. This would communicate its purpose and method clearly to potential referrers.
- 10.32 Follow-up discussion with key stakeholders suggests that now that the SCP has been rolled out and is becoming embedded in the regions, more work is being undertaken to develop the later stages of the 'pathway'. If this is developed and can be conceptualised in any standardised way (bearing in mind the necessarily individual needs, wishes and experiences of each potential victim/survivor) then the term pathway may become more appropriate in the longer term.

Measuring the performance of the SCP

- 10.33 The quarterly monitoring reports on the MARACs are a mechanism for measuring the effectiveness of the SCP. They include data on referrals, outputs and also some

data on outcomes for potential victims/survivors. Ways in which these reports could be made more practically useful are discussed in chapters 11 and 12, alongside the analyses of data within the monitoring reports.

- 10.34 The majority of interviewed stakeholders were either unsure whether the data that are collated capture the impact of the SCP for victims/survivors, or believed that the data do not capture the impact. These stakeholders felt that the data collated are important for monitoring outputs and activities but that another mechanism is needed to demonstrate impact, such as direct feedback from victims/survivors after they have exited the SCP.
- 10.35 A number of stakeholders also perceived the number of referrals themselves to be a mark of the success of the SCP. These stakeholders argued that each referral indicates that the referrer is aware of the SCP and provides an opportunity for the potential victim/survivor to access multi-agency support.
- 10.36 As with the training, several interviewed stakeholders referred to the fact that collating and analysing the monitoring data is time-consuming and that it would be beneficial to have a funded post to undertake this work.

Promoting the SCP

- 10.37 As with the training, it would be helpful to brand the SCP consistently. Interviewed stakeholders regularly referred to 'human trafficking MARACs' but also to 'slavery' and 'anti-slavery' when describing the SCP. Using a term which is aligned to the branding of the training package and which incorporates either 'modern slavery' or 'anti-slavery' is recommended³³. This will help to affirm the relationship between the two strands and to make it clear to those using the SCP that it can support victims/survivors of modern slavery who have not been trafficked.
- 10.38 From interviews with stakeholders, it appears that the main method of promoting the SCP is through the training. Additional promotional methods mentioned by stakeholders include:
- In North Wales, mouse mats with the SCP printed on them have been circulated to agencies who might refer to the SCP.
 - In Dyfed Powys, paper copies of the SCP are circulated to healthcare professionals, such as GPs, minor injury units, health visitors and midwives.

³³ Follow-up discussion with the anti-slavery coordinator revealed that the 2016-17 delivery plan for anti-slavery work in Wales involves re-branding the SCP as the Wales Care Pathway.

- The SCP is available online on the Welsh Government website and on some organisations' intranet.
- The SCP is referenced at conferences.

10.39 Unless the training is made mandatory for all frontline professionals in health, social care and criminal justice, it will be important to increase promotion of the SCP outside of the training in future so that those who have not accessed the training know that the SCP exists and how to refer to it.

Capacity of SCP to respond to increasing demand

10.40 The majority of interviewed stakeholders did not feel that the SCP would have the capacity to respond to increasing demand. They suggested a range of reasons for this, including:

- More referrals to the SCP would result in more MARACs. In the context of current resources and staffing levels, this may lead to unmanageable demands on staff time to coordinate, attend and report on them.
- More referrals to the SCP would be likely to result in more potential victims/survivors requiring support from services. The increasing caseload will require more resources, in the form of staff with appropriate expertise and increased funding.
- There is generally a limited number of places in safe accommodation, which could not absorb increased numbers of victims/survivors³⁴.
- In cases where multiple potential victims/survivors are identified simultaneously, some regions do not have the infrastructure and resources to respond effectively to this. For example, Dyfed Powys does not have a nearby reception centre.

10.41 As with the training, the evidence from interviews suggests that ensuring the SCP is maintained and improved where needed is currently dependent on the motivation and good will of professionals working in the field. The relative lack of formal resources for the SCP makes it vulnerable if key staff who are voluntarily driving it forward leave their posts, or if competing priorities mean that agencies cannot continue to offer staff time to ensure it runs effectively.

10.42 In addition, because services are not funded specifically to deliver the SCP, any reduction in funding received from other sources could impact on the services that

³⁴ Follow-up discussion with the SCP lead indicated that there is accommodation available outside of Wales if this is required due to high levels of demand for accommodation.

may make up support packages for potential victims/survivors referred to it. For example, if refuge beds reduce due to funding issues, there will be fewer places in safe accommodation to which to refer potential victims/survivors who access the SCP.

- 10.43 In the future, it will be important to monitor the use of services by potential victims/survivors accessing the SCP and to use this information to determine whether specific funding needs to be identified and provided to these services to enable them to deliver support to those referred as a result of the SCP.

Victim involvement in the SCP

- 10.44 The majority of interviewed stakeholders were unsure as to whether victims/survivors were involved at any stage of the design, delivery or review of the SCP. A minority of stakeholders described ways in which victims/survivors have been involved. For instance, two commented on the fact that the support offered by the SCP to individual victims/survivor is person-centred, so those who access the SCP are involved in the design and delivery of their own pathway. Another highlighted that each organisation who contributed to the design of the SCP brought their own experience and knowledge of working with victims/survivors and were therefore in a position to represent victims/survivors interests. A stakeholder in North Wales reported that BAWSO consulted with victims/survivors on the design of the SCP.
- 10.45 Involving victims/survivors in the design and delivery of services is acknowledged as good practice. In the future, it would be worthwhile to undertake a more formal consultation with potential victims/survivors on the SCP and whether/how it could be improved.

11. Impact of the training

Overview

- 11.1 This chapter presents findings on the impact of the training. It explores attendance levels, to give an indication of the number of people the training has reached. It investigates the training's capacity for impact. It then explores the evidence of impact or perceived impact amongst key groups of stakeholders, including attendees, trainers and wider stakeholders involved in the agenda.

Summary of findings

- 11.2 4,344 people attended anti-slavery training in 2015, which is a 214% increase on attendance in 2014. This provides strong evidence that the training is being successfully promoted and delivered.
- 11.3 Trainers, training attendees and wider stakeholders reported that the training is having a positive impact for victims/survivors and professionals and is therefore contributing to making Wales hostile to modern slavery. Key perceived outcomes of the training were: increased awareness of modern slavery in Wales; increased knowledge and confidence in reporting and supporting potential victims/survivors; more and higher-quality referrals to the SCP and NRM. The increase in NRM referrals is evident in the NRM statistics, and does appear to coincide with the introduction and increased uptake of the training.
- 11.4 Table 11.1 provides a breakdown of the numbers of people who have attended anti-slavery training courses in 2014 and 2015. It shows that numbers have rapidly increased: 2,030 people attended a training session in 2014, and 6,374 attended training in 2015. This represents an increase of 214% (or 4,344 attendees).
- 11.5 The anti-slavery awareness course has seen the greatest increase in numbers over the two years, with an increase in attendance of 296% (or 3,490 attendees). The lunch and learn course was developed in 2015, and thus was not available in 2014. 597 people attended lunch and learn sessions in 2015, making it the second most popular course.

Monitoring data on training attendance

Table 11.1: Attendance of training courses 2014-2015

Training	2014					2015	Total
	Total	Q1	Q2	Q3	Q4	Total	
Training preparation course	80	30	0	0	50	80	160
Anti-slavery awareness course	1,784	936	976	140	1,438	3490	5,274
First responder course	106	0	18	21	102	141	247
Lunch and learn course	0	22	151	0	424	597	597
Organised crime and modern slavery course	60	0	12	24	0	36	96
Total	2,030	988	1,157	185	2,014	4,344	6,374

Impact of the training as reported by trainers

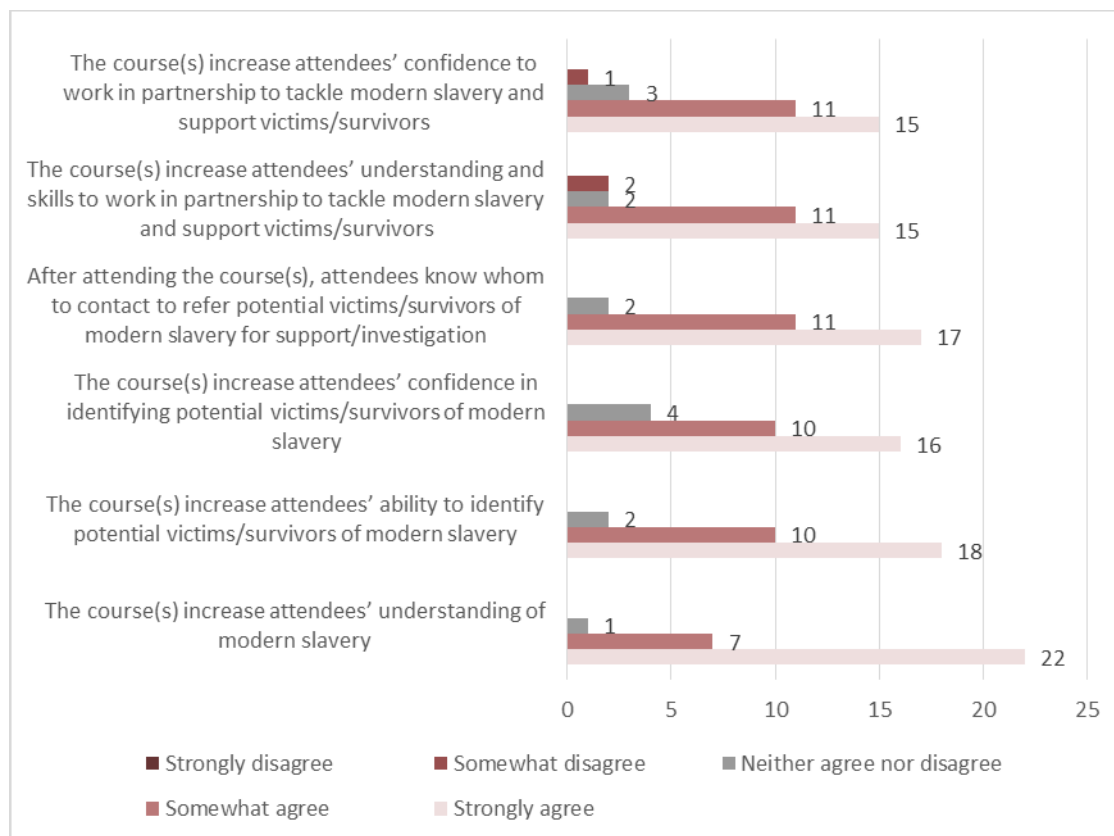
11.7 Figure 11.1 presents data from questions in the survey of trainers where trainers were asked about the impact of training on attendees.

Impact on knowledge, skills and confidence

11.8 The vast majority of trainers reported that the training they delivered had the following impact on increasing attendees':

- Understanding of modern slavery (29).
- Ability to identify potential victims/survivors (28).
- Knowledge of how to refer potential victims/survivors of modern slavery for support/investigation (28).
- Confidence in identifying potential victims/survivors of modern slavery (26).
- Confidence, skills and understanding to work in partnership to tackle modern slavery (26).

Figure 11.1: The extent to which trainers agreed with statements about the impact of the training on attendees



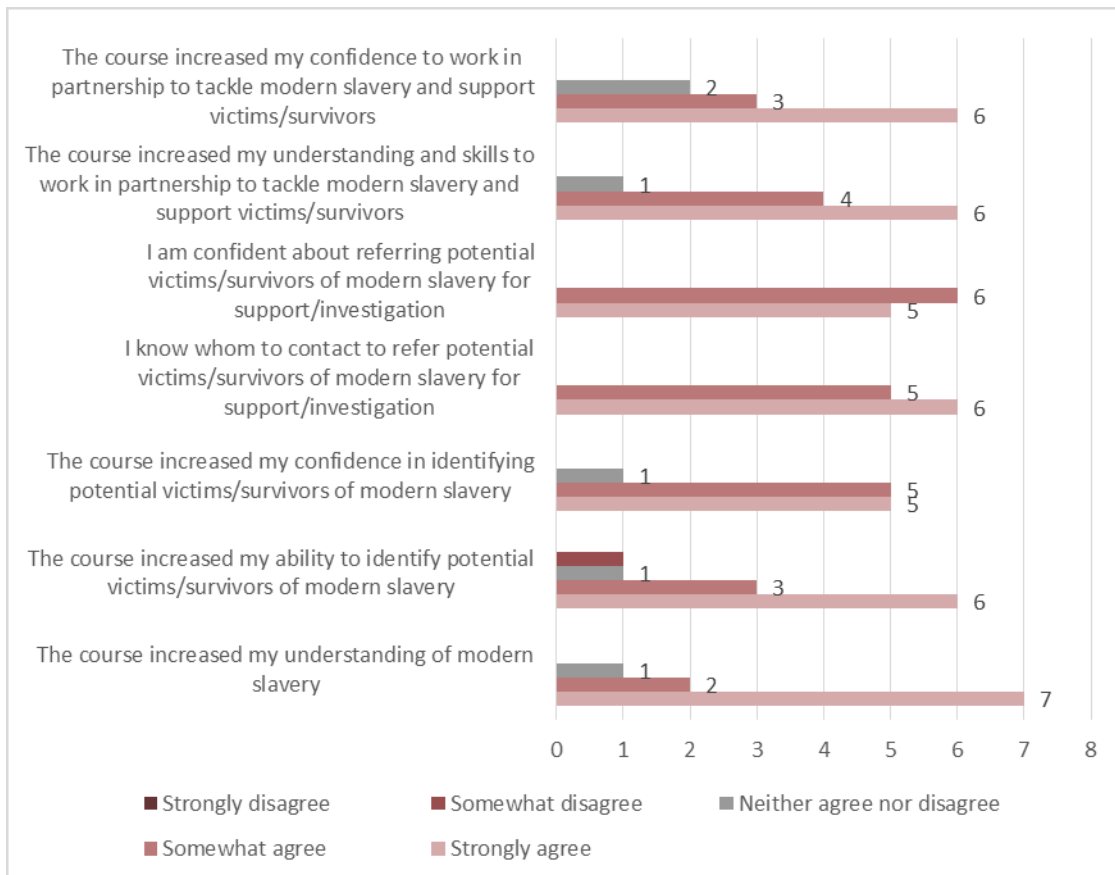
Impact on practice

- 11.9 Nine trainers reported that attendees disclosed intelligence relating to potential victims/survivors or perpetrators of modern slavery to them during or following the course.
- 11.10 Furthermore, the trainer that delivered the three day organised crime and modern slavery course felt that the course increased attendees' practical skills and confidence in investigating/prosecuting cases of modern slavery.
- 11.11 Trainers also reported that attendance at training has changed attendees' practice in relation to modern slavery in the following ways:
- Asking more questions related to modern slavery in their support plans or discussions with service users.
 - Seeking advice from appropriate agencies around particular concerns.
 - Increasing the referrals to Human Trafficking Multi-Agency Risk Assessment Conferences (MARACs).
 - Increasing the completion of NRM forms.
 - Passing on intelligence appropriately.

- 11.12 One trainer provided an example of health visitors, following attendance at an anti-slavery awareness course, being able to recognise potential signs of modern slavery in particular homes where they previously ‘had “a gut feeling” that something wasn’t right when they attended’. In addition, the health visitors made a referral to and shared information with the Human Trafficking MARAC.

Impact of the training as reported by attendees

Figure 11.2: The extent to which surveyed attendees agreed with statements about the impact of the training course(s) on them



Impact on knowledge, skills and confidence

- 11.13 Overall the very small number of attendees who participated in the online survey reported that the training course(s) had a positive impact on their understanding, ability, knowledge, skills and confidence. Figure 11.2 shows a breakdown of the extent to which attendees agreed with statements about the sustained impact of the training course(s).

Impact on practice

- 11.14 Since attending the training course(s), three attendees surveyed reported that they had identified potential victims/survivors of modern slavery and one attendee had referred potential victims/survivors of modern slavery for support/investigation. In

addition, four attendees commented that attending the training course(s) had changed their practice in relation to modern slavery, predominantly in terms of recognising signs of modern slavery when working directly with service users.

- 11.15 The two attendees of the organised crime and modern slavery course reported that since attending the course they had been directly involved in investigating/prosecuting modern slavery cases as Senior Investigating Officers. However, neither had been involved in cases which resulted in convictions for slavery-related offences.
- 11.16 Both attendees reported that the organised crime and modern slavery course increased their practical skills and confidence in investigating/prosecuting cases of modern slavery. In particular, one of the attendees commented that the course increased their confidence in writing policy decisions on cases, particularly as a result of joint training with the CPS.
- 11.17 An analysis of 32 feedback forms completed by training attendees in Gwent indicates that 78% (25) reported that they better understood their role following attendance at the training.

Qualitative feedback from attendees

Feedback on lunch and learn/anti-slavery awareness and first responder courses

- 11.18 A small sample of feedback was provided to Cordis Bright by the training lead and other partners. The sample included both feedback forms and email feedback to trainers. This was analysed to draw out statements relating to the impact of the training. The discussion in this section is therefore based on a small sample, which is not structured and not representative.
- 11.19 The positive feedback was mostly centred on the impact of the training in increasing attendees' awareness of modern slavery and how to refer support potential victims/survivors for support. In particular, a number of attendees mentioned that the DVDs incorporating the stories and voices of victims/survivors were emotionally impactful.

Feedback on the organised crime and modern slavery course

- 11.21 Attendees on the organised crime and modern slavery course acknowledged the impact of the course on their knowledge and practical skills. They attributed the effectiveness of the course to the fact that it mirrors a real case and that it brings together the key agencies involved in investigating and prosecuting a course for joint training.
- 11.22 Exemplar feedback from professionals at the different key agencies targeted by the training includes the following quote from a Detective Inspector in the police:
- ‘I found the Joint Organised Crime – Modern Slavery course extremely beneficial. It gave me an understanding of the investigative requirements, the needs of the victims and the difficulties I may face as an SIO that I did not have before. Not too long after the course, I investigated organised forced labour within my BCU and can honestly say that without the course, I would not have known how to deal with many issues that arose. The course gave me a toolkit with which to set my strategies and policies and pass my learning onto the investigative team. This operation resulted in nine males being recovered, 19 males arrested and who are currently in the process of being brought to justice. On the day £1.08 million assets [were] seized!’
- 11.23 A CPS prosecutor in the Complex Casework Unit described the course as: ‘A very good course that had the dynamic of a real case, to which I found the Police input an eye opener and from which I learnt a great deal.’
- A regional field intelligence officer at the Gangmasters Licensing Authority stated: ‘As well as the course format there was a great advantage to bringing together the force SIOs and raise that awareness of the complexities of slavery investigations, raise awareness of the GLA [Gangmasters Licensing Authority] work and to forge contacts available to assist each other.’

Stakeholders’ appraisals of the impact of the training

Impact on professionals working with victims/survivors

- 11.24 The vast majority of interviewed stakeholders felt that the training has had a positive impact on professionals who support victims/survivors. The main positive changes inspired by training were perceived to be:
- Increased awareness of modern slavery amongst individuals.
 - Raised profile of modern slavery in organisations.

- Increased knowledge of roles and responsibilities.
- Increased knowledge of reporting procedures and referral forms.
- Increased levels of staff confidence in dealing with cases of modern slavery.
- Increased referrals to the SCP and NRM.
- Increased quality of referrals.

11.25 Only two interviewed stakeholders thought that training could have a bigger impact on professionals working with victims/survivors. One thought that despite the training, anti-slavery was still low on people's radars. Another said that although the training is normally well received, they were not aware of any specific examples where it could be shown that training changed practices.

Impact on professionals investigating cases

11.26 Overall, all interviewed stakeholders found that training had a positive impact on professionals involved in investigations. They referred to the organised crime and modern slavery course in particular and believed that the training:

- Raised awareness of modern slavery amongst police officers, SIOs, CPS prosecutors and other key investigative staff.
- Increased knowledge of the modern slavery offences.
- Increased confidence to prosecute modern slavery cases.
- Improved multi-agency work.
- Led to more investigations, including new cases and the reinvestigation of previous cases in the light of increased knowledge of slavery-related offences.
- Led to more convictions.

11.27 One comment by a stakeholder provides anecdotal evidence of the organised crime and modern slavery course changing attendees' perceptions of what a case entails and how to approach it:

'Prosecutors say that just knowing the complexity which they previously wouldn't have had an idea about has changed their perception. They say that previously they would have gone along with the culture of disbelief, but now with the training they feel more confident and better able to prosecute a case of human trafficking.'

- 11.28 One stakeholder with insight into workings of the CPS expressed that the CPS has made a number of changes in their organisational approach to modern slavery as a result of CPS staff attending the organised crime and modern slavery course. For example, the CPS has established a casework hub on their intranet system, which encompasses a modern slavery section and host human trafficking E-learning.
- 11.29 One stakeholder at the CPS has overarching responsibility to overview the modern slavery cases and they found that the identification of human trafficking cases has improved thanks to training. For instance, cases that would have previously been treated purely as civil disputes or immigration issues can be looked at again to spot the potential signs of exploitation. This stakeholder also thought that training has a positive impact on the relationship between the CPS and courts and that their communications have improved.
- 11.30 Only one interviewed stakeholder said they were not sure about the impact of training on professionals involved in investigations, because they did not think this impact had been tested in a measurable way.

Impact on victims/survivors

- 11.31 The majority of interviewed stakeholders expressed that the training has had a positive impact on victims/survivors. They identified a number of key positive outcomes for victims/survivors:
- More victims/survivors are identified because those who have attended the training are better equipped to spot the signs and symptoms of modern slavery.
 - More victims/survivors are referred for support because those who have attended the training know the correct referral pathway.
 - More victims/survivors have their cases investigated because the quality of referrals is higher among trained staff and referrals are received with more credulity by frontline staff in investigative roles.
 - Victims/survivors access higher-quality multi-agency support because trained staff in organisations know their roles and responsibilities, resulting in more joined up and holistic support.
 - As a result of all of the above, more victims/survivors are safeguarded.
 - As a result of all of the above, more victims/survivors feel listened to and respected. This enables them to provide more information about their own case

and also to offer feedback on the support they have received, offering further opportunities to improve support.

- 11.32 Two interviewed stakeholders were not sure about the impact of the training on victims/survivors. These stakeholders felt that a clear method for measuring the impact has yet to be established and that it was too early in the development of the training and SCP to assess the longer-term impact.

12. Profile of potential victims/survivors accessing the survivor care pathway

Overview

- 12.1 This chapter presents findings on the profile of potential victims/survivors who access the SCP.

Summary of findings

- 12.2 Since its inception, 105 potential victims/survivors have been referred to the SCP and discussed at a MARAC. Cardiff and the Vale have the highest numbers of SCP referrals. The SCP was introduced in Cardiff and the Vale earlier than in other regions so it has had more time to become embedded.
- 12.3 There is little evidence of patterns in the type of exploitation or profile of victims/survivors referred to the SCP so far. This should be consistently monitored over a longer time period to allow patterns to be identified, should they exist.

Number of potential victims/survivors referred to MARAC

- 12.4 Since its inception in April 2014, 105 potential victims/survivors have been referred to the SCP and discussed at a MARAC.
- 12.5 Figure 12.1 shows the number of referrals for each of the four regions from April 2014 to December 2015³⁵. Referrals in Cardiff and the Vale account for 60% of the total SCP referrals (63). North Wales (15) and Western Bay (16) each account for between 14% and 15% of the total referrals to the SCP. Gwent accounts for 8% (8) whilst Dyfed Powys (2) and Merthyr (1) each account for less than 2%.
- 12.6 The earlier introduction of the SCP in Cardiff and the Vale than in other regions may explain the high proportion of referrals in Cardiff and the Vale. Once the SCP has been running in all regions for a more extended period of time, data will need to be examined again to determine whether referrals in Cardiff and the Vale (or indeed any other region) are consistently higher.
- 12.7 It would also be beneficial to explore the context for referrals, both in terms of potential regional variations in prevalence (which are difficult to determine due to the unknown number of hidden victims/survivors) and in terms of any cases where

³⁵ Although the governance structure and training reports across five regions, the SCP monitoring data combines Gwent, Dyfed Powys and Merthyr and reports across four regions instead. In the future, it would be beneficial to align the SCP reporting regions with the training reporting regions, so that the impact of training on SCP activity can be explored. It would make sense for the reporting regions to correspond to the regions within the governance structure.

multiple potential victims/survivors are identified as part of the same case (which will naturally result in an influx of referrals to the SCP)³⁶.

Figure 12.1: Total number of referrals to MARAC by region

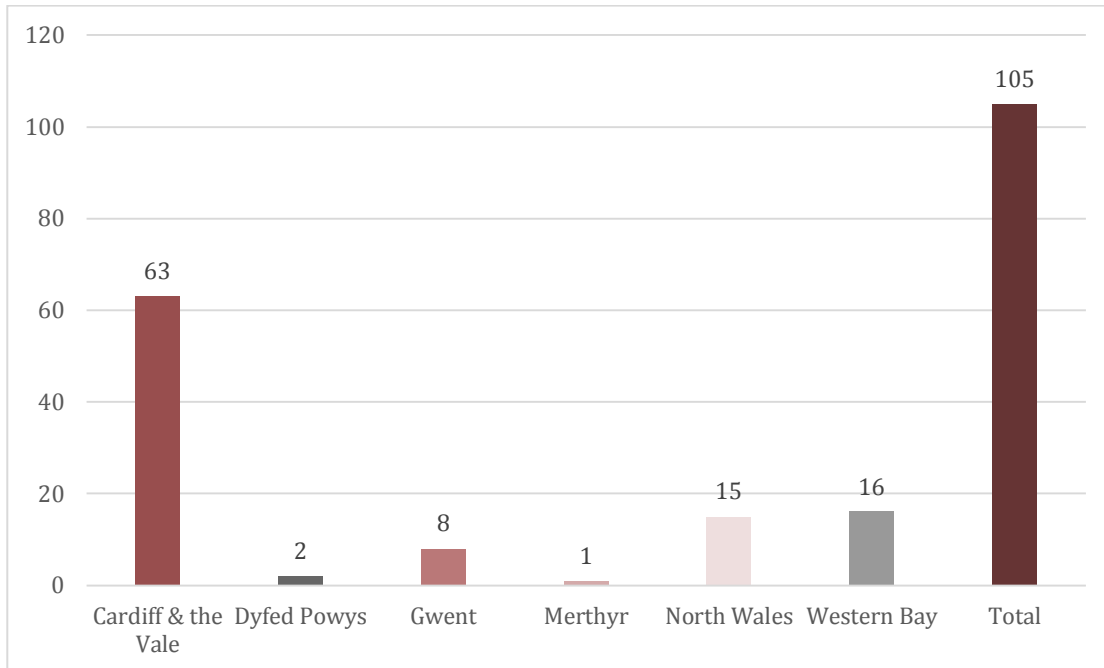
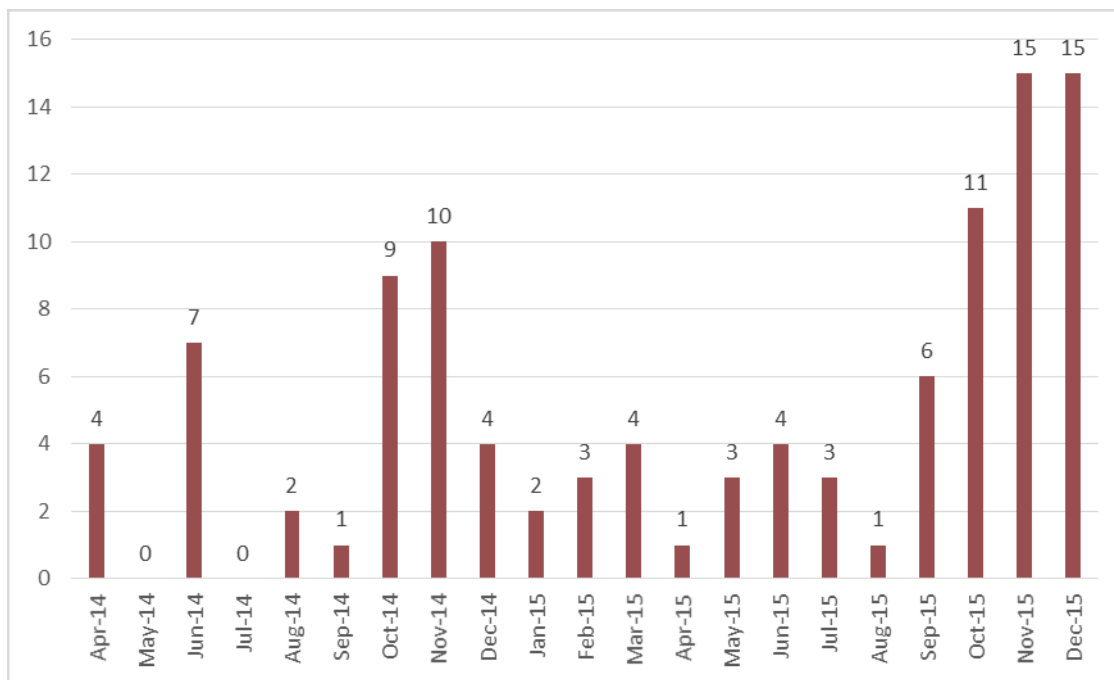


Figure 12.2: Total number of referrals to MARAC by month



³⁶ Follow-up discussion with key stakeholders indicated that the leadership group agreed an action in February 2016 for the SCP lead and training lead to explore the profile of potential victims/survivors referred to the SCP and/or the NRM in 2015. This profiling will reportedly be used to inform any future changes to the SCP. This is an example of the approach to both monitoring and delivering the SCP becoming more nuanced as the SCP becomes more embedded.

12.8 Figure 12.2 provides a monthly breakdown of the total referrals to the MARACs across all regions. It is difficult to infer any pattern in referrals from this data. This is partly because it covers a relatively short time period since the establishment of the SCP. It is also because the numbers of referrals are generally relatively low so that even a small increase in referral numbers in a particular month appears as a relatively large fluctuation in referral levels.

Profile of potential victims/survivors referred to MARAC

12.9 The monitoring reports on MARAC activity include demographic data that can be used to profile potential victims/survivors referred to the SCP and thus to identify any common characteristics of potential victims/survivors. This information can be used to ensure that the SCP has the resources to meet any specific needs of these groups. For example, staff may need specialist language skills and cultural knowledge to support potential victims/survivors from particular ethnic groups.

Ethnicity

Figure 12.3: Ethnicity of potential victims/survivors

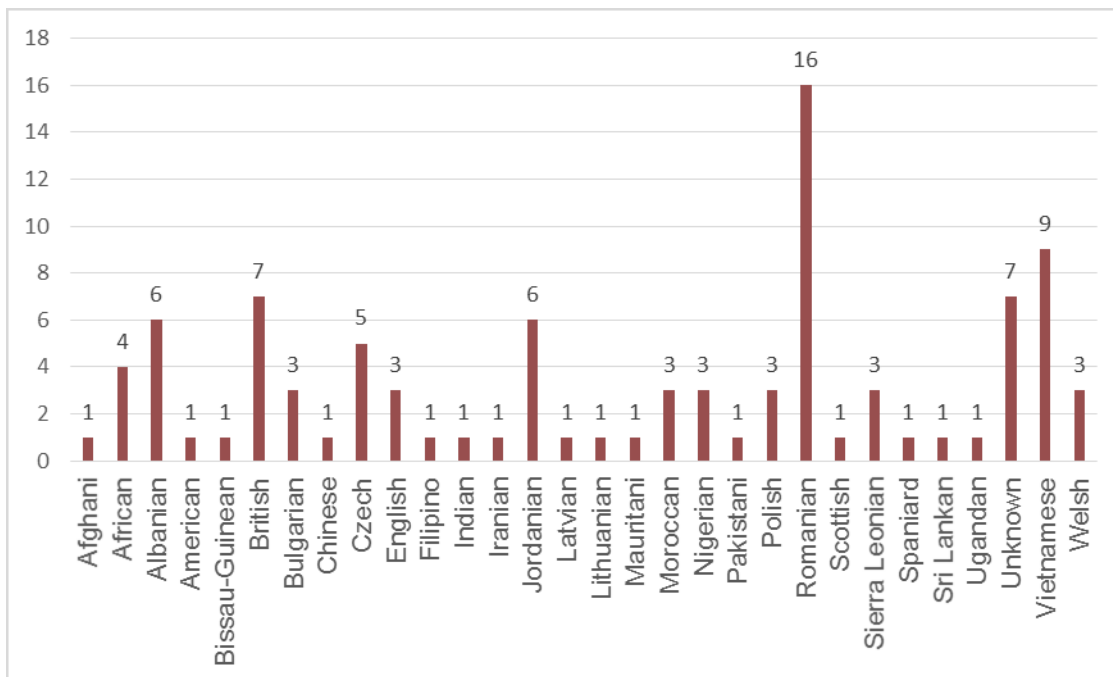
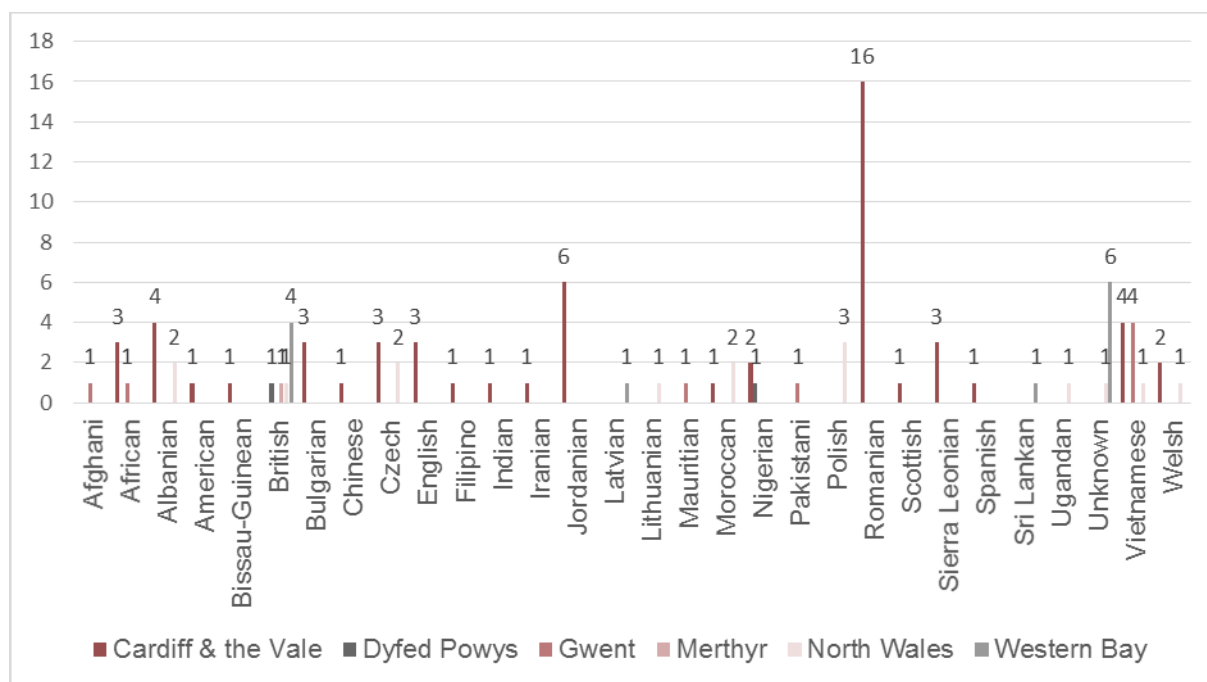


Figure 12.4: Ethnicity of potential victims/survivors by region



12.10 Figures 12.3 and 12.4 indicate the ethnicity of potential victims/survivors discussed at MARACs between April 2014 and December 2015. At national level, the most common ethnicity was Romanian (16 referrals), although in fact all of these potential victims/survivors were identified in Cardiff and the Vale. The second most common was ethnicity was Vietnamese (nine referrals). Overall, potential victims/survivors came from a wide range of ethnic backgrounds. Perhaps as a result of this, there is little overlap between the ethnicities of potential victims/survivors in different regions. There are only two ethnicities that were recorded by three regions: British and Vietnamese.

12.11 Categories of ethnicity were used inconsistently across the regions. For example, some regions used 'British' where others broke this down into 'Welsh' and 'English'. Similarly, some regions used 'African' whilst other broke this down into sub-categories to capture country of origin. This makes it difficult to compare data across regions, and also to collate data about the national picture. In the future, it would be beneficial to ensure that data is captured and reported consistently across the regions.

Age

Figure 12.5: Age of potential victims/survivors

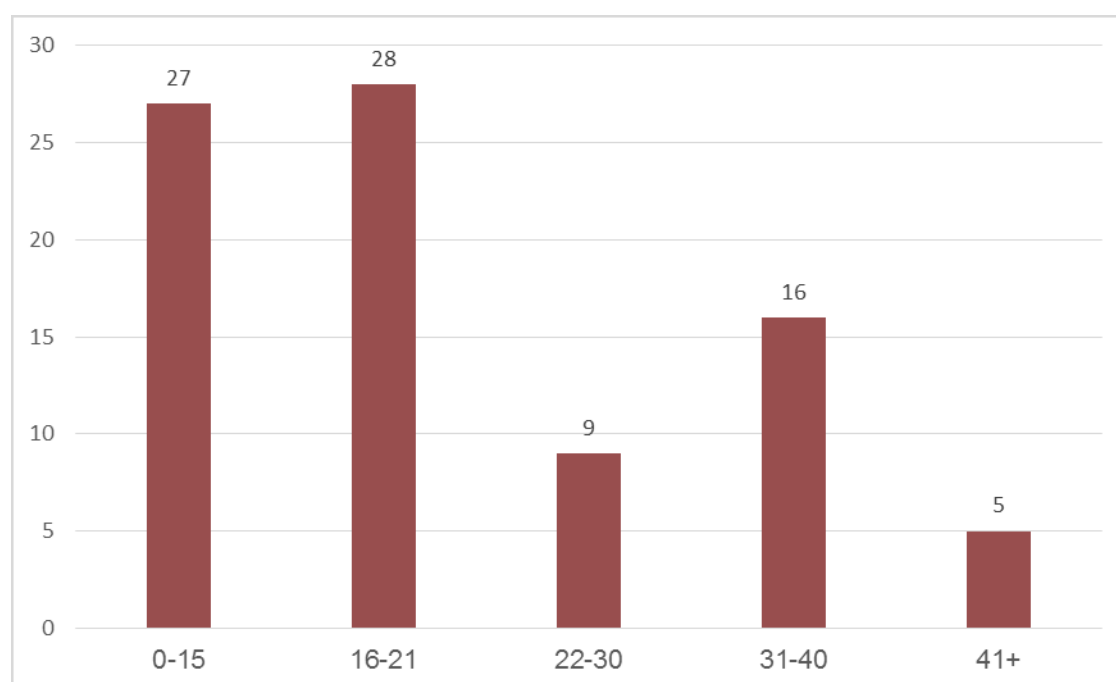
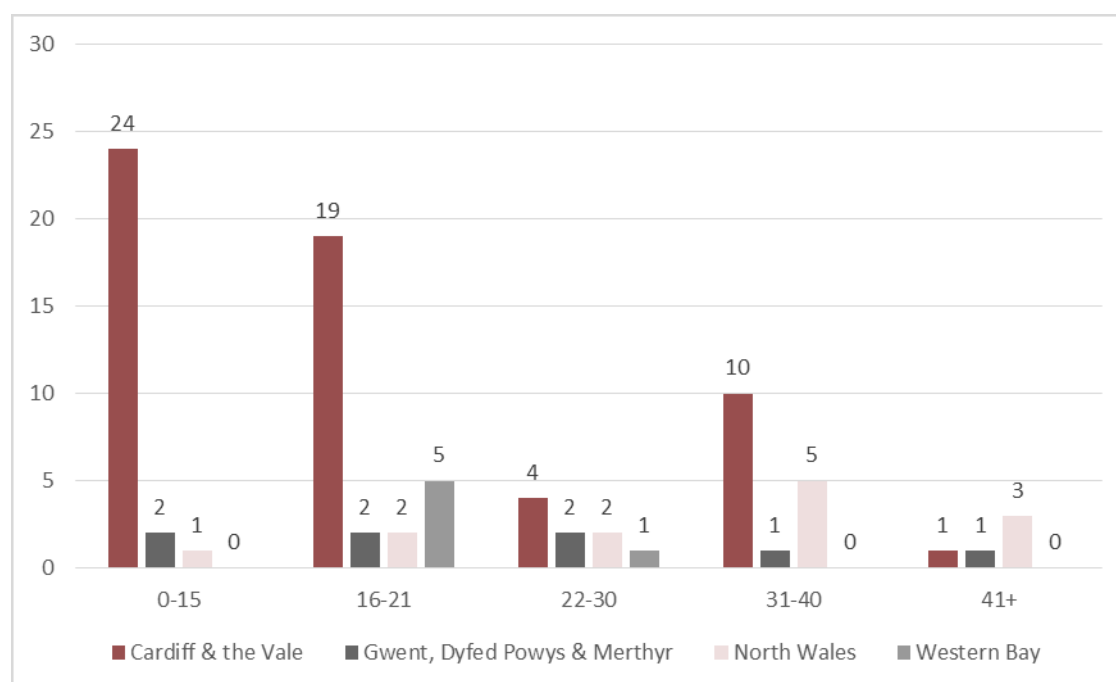


Figure 12.6: Age of potential victims/survivors by region³⁷



12.12 Figures 12.5 and 12.6 indicate the age of potential victims/survivors discussed at MARACs between April 2014 and December 2015. An age was recorded in 85 cases. At national level, those referred to the MARAC were most commonly children

³⁷ Data on age were reported as a single total for Gwent, Dyfed Powys and Merthyr. Therefore they could not be broken down within the analysis.

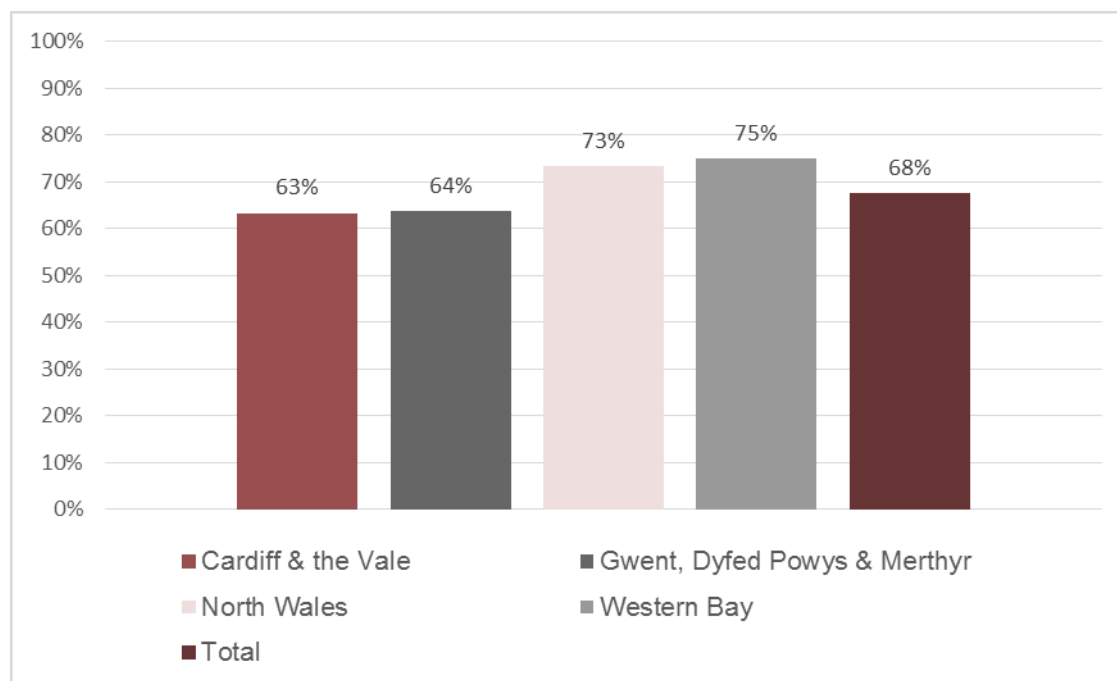
or young adults; 27 potential victims/survivors were aged 15 and under (32%) and 28 potential victims survivors were aged 16-21 (33%).

- 12.13 At regional level, Cardiff and the Vale referred a comparatively high proportion of child potential victims/survivors (24 or 41%). In North Wales, on the other hand, a comparatively high proportion of referrals were for those aged 31-40 (5 or 38%, compared to the national proportion of 19%) and 41 and over (3 or 23%, compared to the national proportion of 6%).

Gender

- 12.14 Cordis Bright was provided with data on the gender of all victims/survivors referred to the MARACs in Dyfed, Powys, Gwent, Merthyr, North Wales and Western Bay and of all those referred between March and December 2015 in Cardiff and the Vale (a total of 68 potential victims/survivors). Figure 12.7 presents data on the proportion of females who were referred in to the MARACs in 2015. At a national level, 68% of potential victims/survivors were female. There was some variation between the regions but in all regions females represented at least 63% of cases referred.
- 12.15 It will be important to monitor this on an ongoing basis, and to compare it to other data sources about the gender of potential victims/survivors. This will help to understand: whether the proportion of female potential victims/survivors remains relatively constant; whether this reflects the proportion of females within wider prevalence data; whether the SCP needs to be modified to cater for this higher proportion of female victims and/or whether the anti-slavery training or SCP need to be modified to support the identification of more male potential victims/survivors.

Figure 12.7: Percentage of female victims/survivors referred in 2015³⁸



Sexuality

- 12.16 Cordis Bright was also provided with data on the sexuality of all victims/survivors referred to the MARACs in Dyfed, Powys, Gwent, Merthyr, North Wales and Western Bay and of all those referred between March and December 2015 in Cardiff and the Vale (a total of 68 potential victims/survivors). Of these, 67 (99%) were reported as heterosexual. As with gender, it will be important to monitor these data on an ongoing basis, alongside other data sources, and to consider any implications for the SCP or anti-slavery training.

Suspected type of exploitation experienced by potential victims/survivors

- 12.17 Cordis Bright was provided with data on the suspected type of exploitation experienced by all victims/survivors referred to the MARACs in Dyfed, Powys, Gwent, Merthyr, North Wales and Western Bay and of all those referred between March and December 2015 in Cardiff and the Vale (a total of 68 potential victims/survivors). This is summarised in figures 12.8 and 12.9.

³⁸ Data on gender were reported as a single total for Gwent, Dyfed Powys and Merthyr. Therefore they could not be broken down within the analysis.

Figure 12.8: Suspected type of exploitation for potential victims/survivors referred in 2015

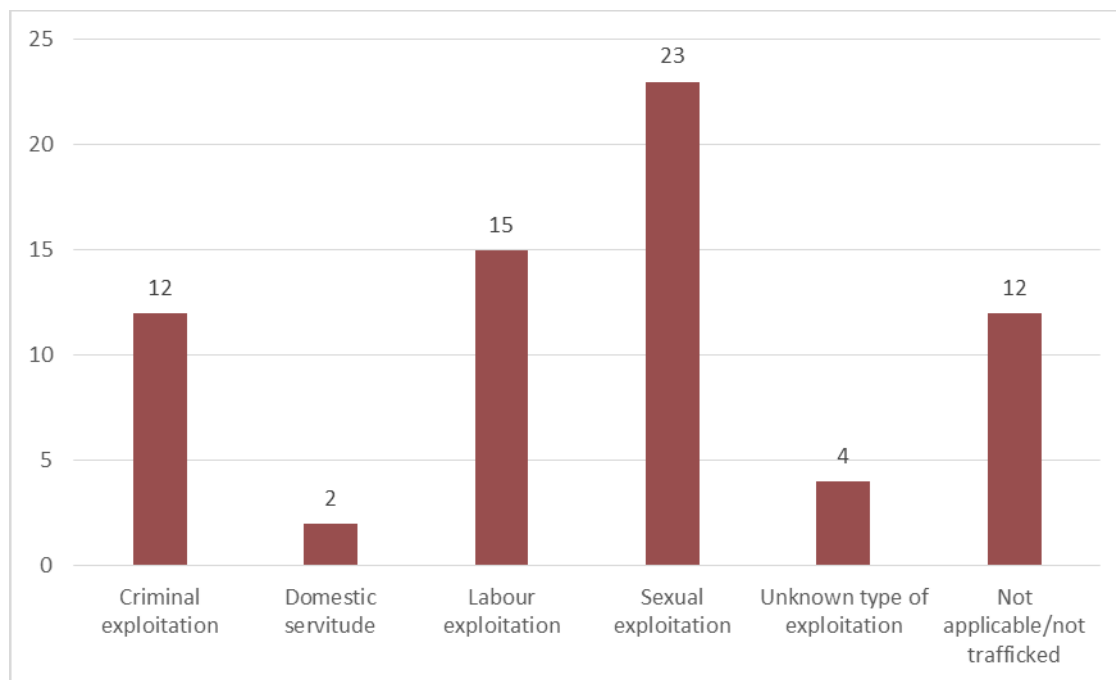
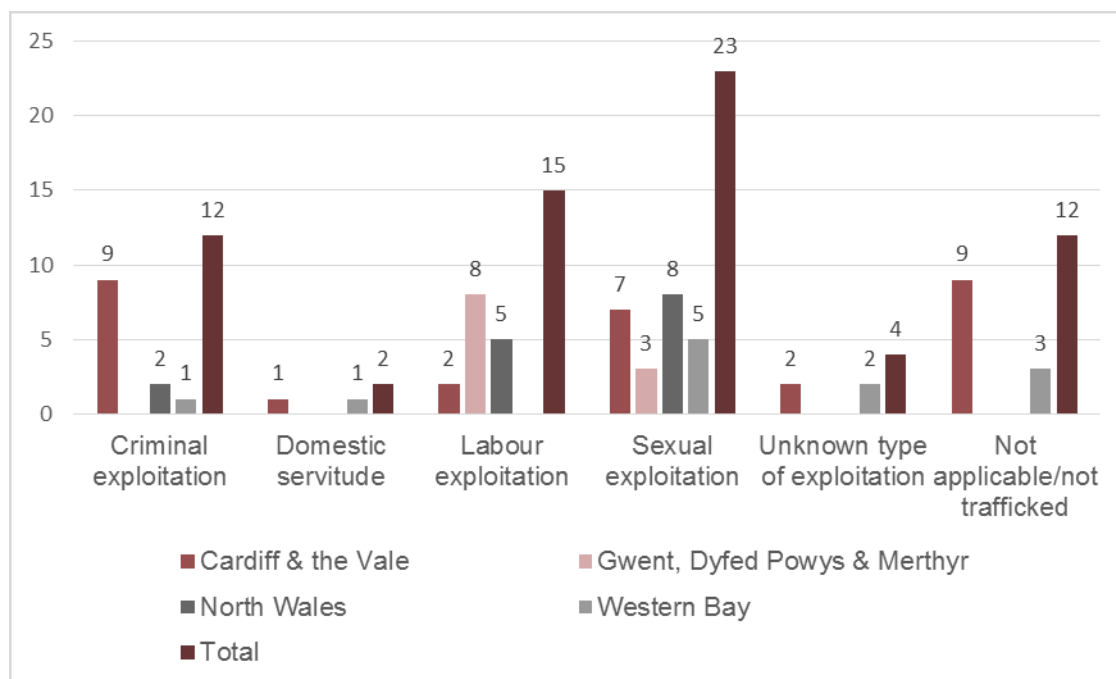


Figure 12.9: Suspected type of exploitation by region³⁹



12.18 Figures 12.8 and 12.9 indicate that the most common suspected type of exploitation in 2015 was sexual exploitation. There were 23 suspected cases of sexual exploitation (34%). There were 15 suspected cases of labour exploitation (22%) and 12 cases of criminal exploitation (18%). 12 cases were recorded as not applicable/not trafficked (18%).

³⁹ Data on type of exploitation were reported as a single total for Gwent, Dyfed Powys and Merthyr. Therefore they could not be broken down within the analysis.

12.19 As this analysis is based on one year of data, it is difficult to identify any differences in types of exploitation occurring/identified in different regions. It will be important to monitor type of exploitation on an ongoing basis in order to identify any trends which may emerge at national or regional level.

13. Analysis of case studies of journeys through the survivor care pathway

Overview

- 13.1 This chapter presents findings from the analysis of six case study examples of (potential) victims/survivors' journeys through the SCP. The case studies focus on both adults and children who are potential victims/survivors. The chapter explores a range of themes, such as the purpose of referrals to the SCP, developments in support and police investigation as a result of the SCP referral, and the outcomes of the SCP.

Summary of findings

- 13.2 The analysis of case studies reveals the complexity of cases referred to the SCP. It indicates that agencies with specialist knowledge are making referrals to the SCP alongside non-specialist agencies. Referrals appear to be made for current cases of suspected modern slavery and for historical cases. The referrals trigger a MARAC that results in activities related to both support and investigation. These activities lead to support outcomes for potential victim(s)/survivors, investigative and intelligence outcomes, and outcomes for multi-agency working.

Complexity of cases

- 13.3 These six case studies relate to individual cases and can in no way be taken to be representative of all journeys through the SCP. Nevertheless, they provide an indication of the complexity of the cases being referred to the SCP. This complexity stems from the multiple support needs of potential victims/survivors, and also from the number and range of agencies who may have been involved in cases historically, who are currently involved or who need to be involved following referral to the SCP.

Purpose of the SCP referrals

- 13.4 The case studies related to a range of different suspected types of exploitation. These included sexual exploitation, domestic servitude and criminal exploitation.
- 13.5 Three case studies relate to recent suspected incidences of modern slavery, from which the victims/survivors may still be under threat. They represent the use of the SCP and related MARACs in order to investigate the suspected modern slavery and to access or improve multi-agency support for potential victims/survivors.

- 13.6 Three of the case studies relate to suspected incidences of modern slavery which were historical at the time of referral to the SCP. This is interesting because it suggests that the SCP is not only being used to bring together agencies in response to an immediate risk to the potential victims/survivors who are the subject of the referral.
- 13.7 In two of these cases, the SCP appears to be used primarily to promote information sharing for investigative purposes, although this may also have outcomes for the victim in terms of supporting them to achieve a resolution to the case.
- 13.8 In the third of these cases of alleged historic modern slavery, the SCP appears to have been used to trigger a multi-agency support package for the potential victims/survivors, which arguably should have been accessible through a non-slavery-related gateway (such as children's services or domestic abuse services).

Identification of the potential victim(s)/survivor(s)

- 13.9 Three of the case studies provide examples of referrals to the SCP that are made by professionals who are not specialists in modern slavery. In two of these cases, a direct link to anti-slavery awareness training is identified because the referring professional is reported to have recently attended the training. Therefore the SCP appears to be fulfilling its intended purpose in these cases, by providing non-specialist professionals who identify potential cases of modern slavery with specialist input and a multi-agency response to investigation and support.
- 13.10 The remaining three case studies are examples of a specialist third sector agency (either BAWSO or New Pathways) referring potential victim(s)/survivor(s) to the SCP. In these cases, the SCP appears to be fulfilling its purpose because the referral triggers a MARAC discussion, which enables the specialist professionals to access information from a wider range of agencies (especially criminal justice agencies) and/or to develop a more coordinated approach to supporting the potential victim(s)/survivor(s).

Activity resulting from the SCP referral

- 13.11 In all six case studies the case was discussed at a MARAC, which was normally held within one to two weeks of the date of referral to the SCP. Relevant agencies attended these MARACs and information was shared about the case. In several of the case studies, some agencies at the MARAC had not previously been involved with the case. In other case studies, all agencies had previously been involved in

the case but had not necessarily been working in partnership or sharing relevant information with one another.

- 13.12 Lead agencies were allocated at the MARACs and a range of actions were agreed. The actions related both to the investigation of the suspected modern slavery and to the support of the potential victim(s)/survivor(s). In some instances, they also required agencies to share intelligence about closed investigations that had been undertaken in the past.

Impact of the SCP

- 13.13 The case studies illustrated a range of different outcomes of the SCP for potential victims/survivors. These included:
- Accessing safe accommodation.
 - Accessing other services to achieve specific outcomes, such as health or education outcomes.
 - Receiving a positive immigration decision from UKVI.
- 13.14 Two of the case studies also showed instances where the SCP referral and subsequent information shared at the MARAC enabled a first responder agency to complete an NRM resulting in a positive grounds decision.
- 13.15 All case studies indicated that the SCP referral results in more detailed and timely information sharing amongst a wider range of agencies that would have taken place without the SCP. In some cases, this has positive outcomes for planning and delivering multi-agency support to potential victims/survivors. In some cases, it has positive outcomes for the investigation of suspected slavery-related offences or for the sharing of intelligence about previous investigations.

14. Impact of the survivor care pathway

Overview

- 14.1 This chapter summarises evidence of the impact of the SCP⁴⁰. It considers the impact for potential victims/survivors and also for professionals and multi-agency working.

Summary of findings

- 14.2 Robust evidence of the outcomes of the SCP is limited because the outcomes are not consistently captured within the monitoring data⁴¹. However, there is evidence suggesting that over 40% of potential victims/survivors referred to the SCP required an individual action plan. Outcomes recorded in the monitoring data included accessing safe accommodation and receiving a positive conclusive grounds decision from the NRM.
- 14.3 Interviewed stakeholders perceived a very positive impact of the SCP. This centred on the accessibility, timeliness and quality of multi-agency intelligence sharing and support planning. Resultant outcomes reported by stakeholders included more potential victims/survivors accessing holistic, multi-agency support and therefore achieving positive outcomes for their safety and rebuilding their lives. They also included increased activity and success in investigating slavery-related offences.

Outcomes reported in monitoring data

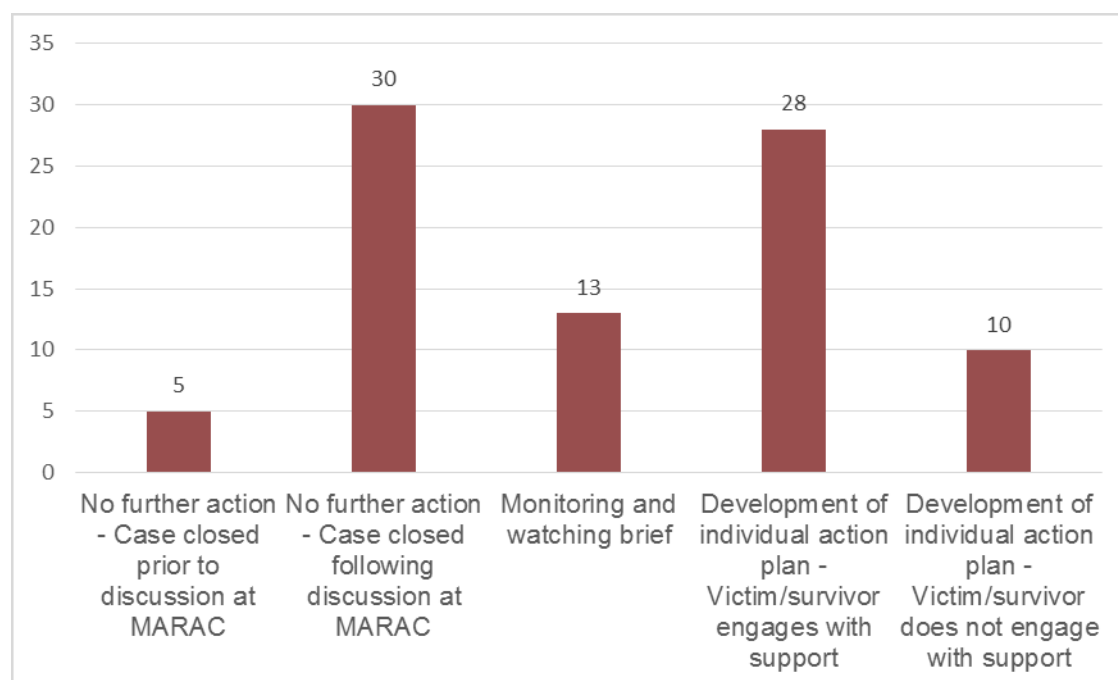
- 14.4 Outcomes were extracted from the written case notes in the monitoring reports for MARACs. These were not recorded in a consistent manner, either across regions or within the same region. In particular, only Cardiff and the Vale and Western Bay recorded information to confirm whether a case was closed to the MARAC. In addition, the numbers of referrals did not match the number of case for which notes were included. In the future, it would be beneficial to implement a standard format for the case notes section of the monitoring reports, and also to include quantitative data on outcomes.

⁴⁰ Chapter 13 also provides some evidence of impact illustrated by the case studies.

⁴¹ Senior stakeholders advised Cordis Bright that there is a standard pro forma to record MARAC outcomes. However, Cordis Bright did not review completed copies of this pro forma and therefore cannot comment on the extent to which this is completed or how effectively it captures outcomes data.

MARAC outcomes

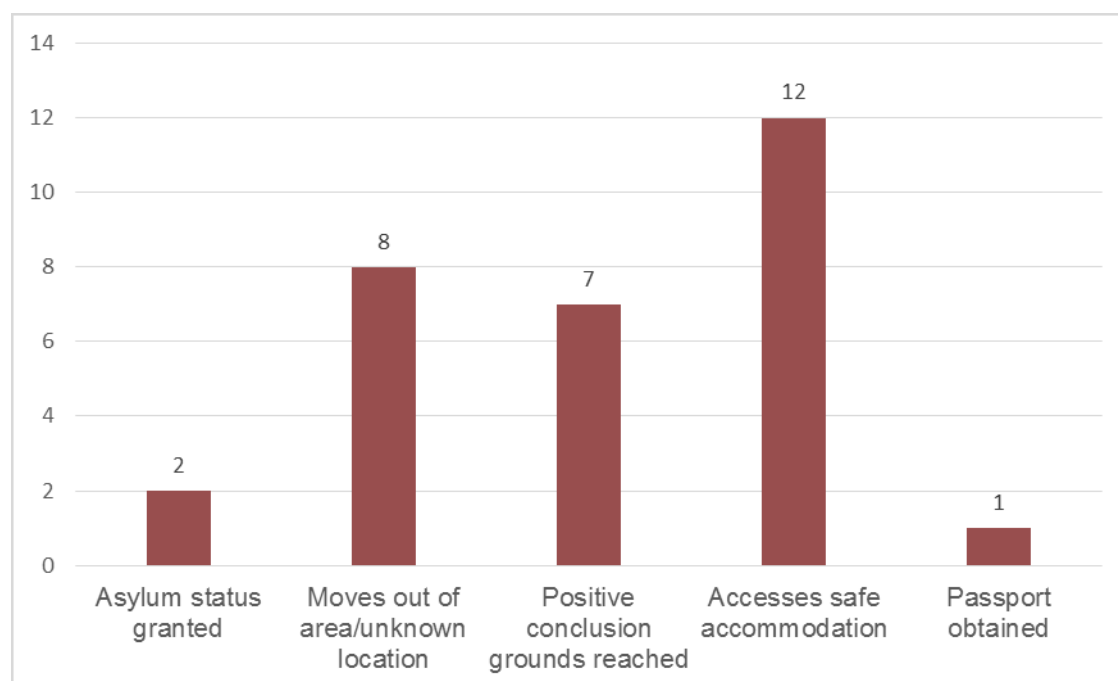
Figure 14.1: Outcomes of MARAC



14.5 Figure 14.1 summarises the MARAC outcomes for the 86 cases for which it was possible to determine an outcome. At national level, 38 cases were deemed to require an individual action plan (44%). Of these, 28 engaged with support (33% of all cases).

Outcomes for potential victims/survivors

Figure 14.2 Outcomes for potential victims/survivors



- 14.6 Figure 14.2 presents data on the individual outcomes reported within the monitoring reports for the MARACs. These are shown only at national level because regional comparisons are not possible due to the wide variation in the number of cases in each region and the small number of outcomes recorded within the reports overall.
- 14.7 In total, 22 positive outcomes were recorded. The most common positive outcome was a potential victim/survivor accessing safe accommodation, which was reported in 12 cases. However, in 8 cases a negative outcome was recorded, in that the potential victim/survivor was either no longer in the area or their location was unknown.

Stakeholders' appraisals of impact

- 14.8 The SCP lead reported that she is regularly approached by representatives from regions in England seeking to learn about the development and implementation of the SCP. This suggests that it is perceived to be successful by stakeholders outside of Wales.

Impact on potential victims/survivors

- 14.9 The majority of interviewed stakeholders expressed that the SCP has had a positive impact on potential victims/survivors, for the following reasons:
- The use of MARACs improves information sharing about cases, which means that agencies working with a potential victim/survivor are working with a more complete picture of risk and support needs.
 - The use of MARACs results in more timely communication and commitment to action, meaning that potential victims/survivors can access appropriate and holistic support more quickly.
 - Potential victims/survivors who access the SCP are offered more tailored, holistic packages of support.
 - Potential victims/survivors feel more respected and listened to than they did under previous arrangements.
 - The use of the MARAC enables intelligence-sharing with the police, meaning that more cases can be investigated more successfully.
- 14.10 One stakeholder described the example of an individual who had been trafficked and was in hospital: the efficient liaison between several agencies meant that they were kept safe in hospital and that support was available straight away upon discharge, thus avoiding any gaps in provision.

A minority of interviewed stakeholders felt that it was too early for them to comment on the impact of the SCP on victims/survivors and that the numbers of referrals had been too low to see significant changes.

Impact for professionals

- 14.11 The vast majority of interviewed stakeholders felt that the SCP has had a positive impact on professionals who work with victims/survivors, for the following reasons:
- Professionals know who to contact to raise concerns about potential victims/survivors of modern slavery.
 - Professionals know how and where to refer potential victims/survivors for support.
 - Professionals feel more confident in dealing with modern slavery cases.
 - The SCP offers a clear, simple and flexible plan to deal with the nuances of every case.

Impact on multi-agency working

- 14.12 All respondents said that the SCP has had a positive impact on multi-agency working. Some comments were very positive, such as: 'Partnership working has improved dramatically' and 'it is glaringly successful'. The reasons why partnership working improved were perceived to be:
- Heightened awareness of what each agency can bring to the table.
 - Information sharing at MARACs gives each agency a better picture and knowledge of each case.
 - The communication and planning to put support in place have improved thanks to the structure of the SCP.
 - Participation in the MARAC clarifies each agency's responsibility and reduces delays in taking actions.
- 14.13 Two interviewed stakeholders mentioned that the benefits of the SCP can be perceived outside the area of modern slavery. One said: 'There are opportunities to promote more than one agenda within the training model, such as PREVENT, to translate the relationships around modern slavery into multi-agency support for other vulnerable groups'. Another respondent said: 'This model could be rolled out for other issues, e.g. hate crimes and CSE. We could pass our learning back to the domestic violence structure.'

15. Joint impact of the training and survivor care pathway on intelligence reports, investigation and prosecution of offences

Overview

- 15.1 This chapter summarises findings regarding the combined impact of the training and survivor care pathway on intelligence reports, investigation and prosecution of offences. In general, interviewed stakeholders saw the training and SCP as two crucial and complementary strands in work to make Wales hostile to modern slavery. They therefore did not necessarily distinguish between the impact of the two strands on intelligence, investigation and prosecution, preferring to summarise the overall impact of the two.

Summary of findings

- 15.2 At this relatively early stage in the implementation of the training and SCP, it is hard to draw conclusions about its impact on the prosecution of offences. This is because of the relatively small numbers of cases in Wales and the length of time it takes for a case to be prosecuted.
- 15.3 Nevertheless, evidence from stakeholder interviews suggests that those involved in the design and delivery of the training and SCP believe that these strands of anti-slavery work are improving the amount and quality of intelligence reported. The multi-agency work supported by the MARAC and the organised crime and modern slavery course are perceived as very beneficial to improving investigative and prosecutory practices. Thus it appears likely that the training and SCP have the potential to contribute to increased convictions for slavery-related offences in the longer term.

Impact of the training and SCP on intelligence reports

- 15.4 The NRM statistics indicate that the number of NRM referrals in Wales is on the increase (NCA, 2016; Serious Organised Crime Agency, 2013). In Wales, the number of referrals in 2015 represents a 394% increase compared to 2012. Across the UK, the number of referrals in 2015 represents a 275% increase compared to 2012. In 2012-2014, the proportion of UK-wide referrals which were made in Wales was between 2.9% and 3%. However, in 2015, this proportion was 4.1%. The fact that NRM referrals in Wales are increasing at a greater rate than elsewhere in the UK may indicate that identification of modern slavery cases is improving more

rapidly in Wales. This may be in part attributable to the anti-slavery training and SCP.

15.5 The vast majority of respondents thought that the implementation of the anti-slavery training and SCP is resulting in increased intelligence reports. The following reasons were cited for this increase:

- The training and SCP, coupled with wider awareness-raising campaigns, mean that the profile of modern slavery in Wales has grown. For example, slavery-related cases are more frequently reported in the media.
- The training and SCP structure has led to more cases being identified and referred for investigation and support.
- The quality of referrals from professionals has increased as a result of the training and the accessibility of the SCP. This means more and higher-quality intelligence is communicated to investigators at an early stage.
- The MARACs provide a key opportunity for professionals to share information about cases, increasing the amount and quality of follow-up intelligence provided on cases throughout their involvement with the SCP.
- The first responder training course and the information shared at the MARACs enables first responders to complete NRM referrals more effectively and comprehensively. This results in more and better-quality intelligence being reported to the UKHTC.
- The timeliness of referrals and subsequent information sharing by professionals has improved thanks to the SCP, meaning that intelligence is received more quickly.
- The amount of intelligence reported by the general public and/or non-specialist staff has increased because the tiered approach to training means that awareness-raising courses can be delivered to these audiences.

Only three interviewed stakeholders expressed doubts about the impact of training and SCP on intelligence. One of them said: 'We do not have the evidence base yet. We are moving in the right direction but the evidential link is not statistically sound. We cannot claim that training generated the increase in numbers of reports.'

Impact of the training and SCP on the investigation of offences

- 15.6 The majority of interviewed stakeholders found that the training and SCP have resulted in increased numbers investigations of slavery-related offences, as well as higher-quality investigations. Suggested explanations for this included:
- The training and SCP, along with wider awareness-raising campaigns, are successfully communicated Wales' hostility to modern slavery. This generates increased intolerance of modern slavery amongst the public and professionals, who are therefore more likely to pursue perpetrators.
 - Increased awareness leading to increased referrals means that more cases of potential modern slavery are investigated.
 - More and better intelligence shared at MARACs furthers the investigation of individual cases.
 - The organised crime and modern slavery course results in more effective and robust investigation of potential offences, which are therefore more likely to make it to court.
 - Support provided to potential victims/survivors who access the SCP enables them to contribute to investigations because they are more comfortable and confident to cooperate with the police and share intelligence with them.
- 15.7 One example of a change in processes with the direct aim of increasing investigations was described by two interviewed stakeholders. This is the pilot of a process where it is mandatory to have a crime reference number for all NRM referrals, resulting in intelligence reports on all suspected cases of modern slavery referred to the NRM.

Impact of the training and SCP on the prosecution of offences

- 15.8 Three interviewed stakeholders explicitly mentioned that prosecutions have increased as a consequence of training and the SCP. These three referred to the fact that work with victims/survivors referred to the very first MARAC resulted in a conviction for a modern slavery offence. Six stakeholders were more cautious in making the connection. One said that the number of investigations has increased, but not the number of prosecutions. All others said that the training and SCP have not been around long enough to fully assess the impact on prosecutions.

The example of Operation Base

15.9 Five stakeholders referred to Operation Base as exemplifying the impact of the training and SCP on the investigation and prosecution of modern slavery-related offences. These stakeholders suggested a range of ways in which the training and SCP could be seen to have a positive impact on this operation. These were:

- The training may have contributed to the initial identification of the case because it came from community intelligence and the training model allows for delivery to community-based audiences.
- Police and local authority staff in the region had received anti-slavery awareness training and knew of the SCP. The existence of a clear pathway gave them confidence in dealing with the case. The pathway formed part of the briefing for officers on the case.
- Having a local reception centre which could be accessed within two hours of being required meant that multiple victims (111) could be supported quickly and could be offered coordinated support by agencies in a single location.
- Victims were engaged and supported at the reception centre. This had an impact on ongoing intelligence and therefore the successful investigation of the case, because victims felt supported to cooperate with the investigation.
- Two previous attempted operations relating to modern slavery in this region had been less successful. These took place before the training and SCP were embedded, so it might be reasonable to assume that the increased success of Operation Base was in part attributable to the training and SCP.

16. Conclusions and recommendations

- 16.1 The extensive evidence reviewed for this evaluation suggests that the anti-slavery training and SCP have broadly been very well implemented in Wales. A particular strength of the training is the tiered model of training to deliver appropriate content to a wide range of different audiences. A key strength of the SCP is the use of MARACs, a model recognised by professionals working in the field and known to promote effective multi-agency work and contribute to improved safeguarding and support of potential victims/survivors.
- 16.2 The training and SCP are complementary strands of the anti-slavery work in Wales. By increasing awareness of modern slavery to all target audiences and providing a clear referral and support route for potential victims/survivors identified as a result of this increased awareness, they are successfully contributing to the Welsh Government aim of making Wales hostile to modern slavery and providing the best possible support to survivors.
- 16.3 This research is unable to comment on the extent to which the approach has duplicated or complemented existing processes. It would be interesting, for example, to understand the link between the anti-slavery CSE training course, and any mainstream CSE training which is being provided by individual local authorities. Similarly, it would be interesting to explore any other mechanisms children's services are using to support potential victims/survivors of modern slavery, if they are not referring them to the SCP.
- 16.4 Table 16.1 summarises key aspects of good practice identified during the evaluation.

Table 16.1: Summary of good practice identified

Good practice element	Chapter reference and method by which practice was identified
<p>The training package offers a comprehensive and appropriate range of content, particularly in terms of content tailored to specific audiences. It is aligned with good practice identified in the literature review. Stakeholders believe it is fit for purpose and several state that it is recognised as leading the way in anti-slavery training by those working outside of Wales.</p>	<p>Chapter 8 Literature review Analysis of training materials Stakeholder interviews Surveys of trainers and training attendees</p>
<p>The Organised Crime and Modern Slavery Course is jointly run by Welsh Police Forces and the Crown Prosecution Service Cymru Wales and is attended by Senior Investigating Officers and Senior Crown Prosecutors from within Wales and also by a number of Police Forces and Crown Prosecution Service areas from England. Stakeholders report that the course has been described as ground-breaking by Group of Experts on Action against Trafficking in Human Beings (GRETA), a Council of Europe initiative. This provides evidence that the course is well-regarded and is perceived as meeting a training need not met by local courses available to these forces.</p>	<p>Chapter 8 Stakeholder interviews</p>
<p>Anti-slavery training was delivered to 6,374 attendees in 2014 and 2015. Stakeholders report that training has a positive impact on attendees' skills, confidence and practice in identifying, referring, supporting, investigating and prosecuting modern slavery.</p>	<p>Chapter 11 Review of monitoring data Stakeholder interviews Surveys of trainers and training attendees</p>
<p>Stakeholders believe that the fact that the process of the SCP is simple enough to be mapped on a single page is likely to make it accessible to potential referrers. Several stakeholders also stated that the MARAC approach is a strength of the SCP because it is already understood by relevant professionals. MARACs are recognised good practice in the support of vulnerable victims/survivors of domestic abuse. Senior stakeholders state that the SCP is recognised as leading the way in support for potential victims/survivors by those working outside of Wales</p>	<p>Chapters 7, 10 and 14 Literature review Stakeholder interviews</p>
<p>105 potential victims/survivors have been referred to SCP MARACs since the SCP's inception. Stakeholders report that the SCP has a positive impact on the identification of potential victims/survivors, on the number and quality of referrals to the NRM, on coordinated, multi-agency support for potential victims/survivors, and on outcomes for these victims/survivors.</p>	<p>Chapters 12, 13 and 14 Review of monitoring data Stakeholder interviews</p>
<p>Stakeholders report that the anti-slavery training and SCP are jointly contributed to increased referrals to the NRM, increased</p>	<p>Chapter 15</p>

Good practice element	Chapter reference and method by which practice was identified
intelligence reporting and improved investigation and prosecution of slavery-related offences.	Interviews with stakeholders
The Wales Anti-slavery Leadership Group report a commitment to develop a 2016-2017 implementation plan based on the recommendations of this evaluation, showing an intention to build on success and address areas for improvement. This means that there is potential for the anti-slavery training and SCP to meet all good practice guidelines in the future.	Chapter 8 Stakeholder interviews. Review of documentation

- 16.5 Table 16.2 summarises the recommendations emerging from this evaluation. One key overarching recommendation relates to identifying funding to create dedicated staff members in a number of key roles. Roles could either be determined by specific tasks (such as data coordination) or could be divided by region, mirroring the anti-slavery coordinator for North Wales. In either case, it will be important to ensure that the strategic lead for the training and SCP is clearly incorporated into the funded posts. This has the potential to make the training and SCP more sustainable by ensuring that it does not rely too heavily on professionals taking on strategic and operational roles on a voluntary basis, in addition to their paid role. It could also increase capacity and create resources and time to build on the excellent work already undertaken, in order to improve delivery of the training and SCP in the future.
- 16.6 A second overarching recommendation centres on improving performance monitoring processes. This begins with recommendations to increase the consistency and usefulness of the performance monitoring data collected. It extends to ensuring that this data is effectively analysed and reported so that it can be used to inform future changes in delivery.
- 16.7 A third important overarching recommendation relates to the promotion of the training and SCP. Specific recommendations include adopting consistent branding across the training and SCP, and moving towards using the term ‘modern slavery’ or ‘anti-slavery’ as opposed to ‘human trafficking’.
- 16.8 Further recommendations in relation to the training include:
- Reviewing the content and structure of some elements of the package.
 - Improving targeted recruitment of trainers.
 - Working to embed training into CPD structures.
 - Exploring online solutions to delivering training.
- 16.9 Additional recommendations in relation to the SCP include improving and clarifying its governance, particularly at regional level.

Table 16.2: Summary of recommendations

Overarching recommendation	Specific recommendations	Chapter(s) containing related findings
Increase dedicated resources for training and SCP	Seek funding for a paid post as training lead in order to increase time and resources available for the strategic coordination of training. This post should include responsibility for implementing more rigorous performance monitoring systems and collating monitoring data to report on performance.	9 and 10
	Seek funding for a paid post as SCP lead in order to increase time and resources available for the strategic coordination of training. This should include organising consultation with victims/survivors and professionals about the SCP, in order to share good practice and improve existing practice. It should also implementing more rigorous performance monitoring systems and collating national-level monitoring data in relation to the MARACs to report on performance.	
	Seek funding to increase dedicated resources at a regional level, to supplement the work of the community cohesion coordinators/training coordinator. This post should include promoting and coordinating the SCP locally and collating local monitoring data for MARACs.	
	Monitor the use of services by potential victims/survivors accessing the SCP and use this information to determine whether specific funding needs to be identified and provided to these services to enable them to deliver support to those referred as a result of the SCP.	
Improve performance monitoring and quality assurance	Ensure that the regions by which SCP performance monitoring data are reported correspond to the regions by which training data is reported, and that these both correspond to the regions within the governance structure.	9, 10, 12 and 14
	Ensure that the monitoring data in relation to the SCP MARACs are recorded and reported consistently across all regions. This includes ensuring that the data are readily available and are in a format that is easily accessible to those who may wish to work with them.	
	Implement mechanisms to ensure that training performance monitoring data, including feedback from training attendees and other outcome measures, are collected in a consistent format, systematically collated and reviewed, and used to inform training development.	
	Consult more formally with (potential) victims/survivors on the SCP and whether/how it could be improved. Explore capacity to introduce reviews and spot checks of training by experienced trainers.	

Overarching recommendation	Specific recommendations	Chapter(s) containing related findings
Improve promotion of the training and SCP	<p>Develop consistent branding for the training package, which includes the term ‘modern slavery’ or ‘anti-slavery’ and does not include the term ‘trafficking’⁴².</p> <p>Adopt consistent branding for the SCP, which is aligned to training branding and includes the term ‘modern slavery’ or ‘anti-slavery’⁴³. Using the term ‘MARAC’ instead of ‘pathway’ might also better convey the primary purpose and delivery mechanism of the SCP.</p> <p>Invest more resources in mechanisms to promote the SCP outside of the training. Target promotion in the first instance to core agencies which are less engaged with the process.</p>	9 and 10
Review training content and structure	<p>Review the content and structure of the anti-slavery awareness course. The review should ensure that it is realistic to cover all material in three hours without overloading attendees, and to build in flexibility for individual trainers to respond to specific audiences. It may also be useful to develop a course handbook to accompany the training.</p> <p>Review whether the training meets the needs of young people as a potential audience.</p>	7
Recruitment of trainers	<p>Target recruitment of trainers to key agencies that are currently under-represented in the training pool. This includes health, housing and education.</p> <p>Target recruitment of trainers to key agencies that are currently under-represented in the training pool. This includes health, housing and education.</p> <p>Consider ways to incentivise participation in provision of training.</p> <p>Explore potential demand or requirements for Welsh-language training and recruit trainers to deliver this if it is needed.</p> <p>Continue to develop the online hub for trainers.</p>	8
Increase	Explore whether some training courses should be made mandatory for particular groups of professionals.	8 and 9

⁴² Follow-up discussion with the anti-slavery coordinator suggests that work is now underway to ensure that the term ‘anti-slavery’ is used in the description and promotion of the training across Wales.

⁴³ Follow-up discussion with the anti-slavery coordinator reveals that the SCP is now being re-branded as the Wales Care Pathway and that this is included in the 2016-17 delivery plan for anti-slavery work in Wales.

Overarching recommendation	Specific recommendations	Chapter(s) containing related findings
sustainability and reach of training	<p>Explore provision of elements of the training package as part of continuing professional development (CPD) schemes to enable sustainable and widespread learning. Consider whether there are ways to do this that are compatible with alignment to the Welsh Government Training Framework, or whether it would be worthwhile developing separate courses as part of the CPD of particular professionals, which are not aligned to their professional/organisational CPD schemes, rather than the Framework.</p> <p>Continue to work towards accreditation of the training within the Welsh Government national Training Framework, with each course graded according to competency criteria⁴⁴.</p> <p>Develop training provision to ensure the ongoing training and development of practitioners, to ensure that their knowledge is refreshed and updated.</p> <p>Explore the possibility of online training to increase the capacity of training to respond to demand without increasing the resources required to deliver this. This might include exploring more extensive use of the training hub.</p>	
Improve and clarify governance of SCP	<p>Ensure that the governance processes for the SCP are more clearly communicated to stakeholders. This should ensure that they understand the process for governance at a regional level, and the relationship between national and regional governance structures for the SCP.</p>	4

⁴⁴ Interviews with the anti-slavery coordinator and training lead suggest that this is already underway.

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Annex A: Search terms for literature review

Each primary search term was searched in combination with each secondary search term. Searches were carried out in Google Scholar and Google.

Primary search terms	Secondary search terms
Slavery	Training
Human trafficking	Victim
Domestic servitude	Survivor
Forced labour	Support
Exploitation	Good practice
	Best practice
	Effectiveness
	Evaluation
	Outcomes
	Impact
	Research
	Wales
	UK

Annex B: Sample of interviewed stakeholders

Organisation	Role
Anglesey County Council	North Wales anti-Slavery coordinator/Chair of North Wales regional forum Member of Wales anti-slavery leadership group
Barnardo's Cymru	Trainer (also involved in design of CSE course)
BAWSO	Chair of Dyfed Powys regional forum/Director operating in Dyfed Powys and Western Bay Director operating in Cardiff and the Vale Director operating in North Wales Support worker operating in Cardiff and the Vale and Gwent Support worker operating in North Wales Support worker operating in Western Bay Survivor care pathway lead Trainer (also involved in design of first responder course)
Caerlas	Trainer/first responder in Western Bay
Caerphilly County Borough Council	Trainer
Cardiff Partnership Board	Trainer/first responder in Cardiff and the Vale
Carmarthenshire County Council	Community cohesion coordinator for Dyfed Powys
City of Cardiff Council	Trainer
Crown Prosecution Service	Prosecutor attending organised crime and modern slavery course (x2) Training Lead/Chair of Wales anti-slavery operational group
Dyfed Powys Police	Chair of Dyfed Powys MARAC
Gwent Police	Senior Investigating Officer who attended organised crime and modern slavery course
Home Office	Member of serious and organised crime frontline team
Llamau	Trainer (also involved in design of anti-slavery awareness course)
New Pathways	Trainer/first responder in Gwent (also involved in design of first responder course)

Organisation	Role
NHS Wales	First responder in Dyfed Powys
Safer Wales	Trainer
South Wales Police	Senior Investigating Officer who attended organised crime and modern slavery course Trainer on organised crime and modern slavery group (also involved in design of this course)
Swansea City and County Council	Community cohesion coordinator for Western Bay First responder in Western Bay
Torfaen County Borough Council	Community cohesion coordinator for Gwent
Vale of Glamorgan Council	Trainer
Welsh Government	Anti-slavery coordinator Chair of Wales anti-slavery leadership group Member of safeguarding team (also involved in design of CSE training)
Wrexham County Borough Council	Community cohesion coordinator for North Wales
Not affiliated to an organisation	Trainer/Chair of Western Bay regional forum Trainer

Annex C: Topic guide for interviews

Training questions

1. Why was the current approach to training established? What are the aims/objectives of the approach? What (if any) arrangements were in place for anti-slavery training prior to the approach?
2. Who is responsible for the strategy in relation to training? Is the current strategy clearly communicated to stakeholders? Is it the right strategy for the training? Why do you say this?
3. Who are the target audience(s) for the following training courses?
 - a. Lunch and learn session
 - b. 3 hour anti-slavery awareness training
 - c. Child sexual exploitation awareness course
 - d. 1 day First Responder course
 - e. 3 day organised crime and modern slavery course
4. What outcomes is the overall training offer intending to deliver?
5. What outcomes are the following courses intending to deliver?
 - a. Lunch and learn session
 - b. 3 hour anti-slavery awareness training
 - c. Child sexual exploitation awareness course
 - d. 1 day First Responder course
 - e. 3 day organised crime and modern slavery course
6. Which partners are involved in the delivery of the training? How well do these partners work together to deliver the pathway? Are there any partners not currently involved in delivery whom you think should be involved?
7. What are the roles of the regional fora, the Wales Anti-Slavery Operational Group and the Wales Anti-Slavery Operational Group in relation to training? Are these the correct roles for each group?
8. What are the key job roles responsible for promoting and coordinating training at a regional level? How effectively is training being promoted and coordinated?
9. How are trainers recruited and trained to deliver the training?
10. How are trainers kept up-to-date with changes to the course content?
11. How is the quality of training delivery monitored?
12. Is the overall training offer covering all relevant content in relation to modern slavery? Are there any topics or issues which should be covered within anti-slavery training but are not covered at present? Are there any topics or issue which need to be covered more effectively?
13. Is the overall training offer meeting the needs of all potential target audiences? Are there any audiences whose needs you feel are not being met by the current training?
14. What has been the impact of the overall training offer for:

- a. Professionals who encounter victims/survivors?
 - b. Professionals who investigate/prosecute slavery-related offences?
 - c. Victims/survivors?
15. To what extent is performance monitoring data helping to measure the effectiveness of the training? What data is collected? Who collates this data?
 16. Are/ were the voices of victims/survivors involved at any stage in the design, delivery of review of the training? If so, how is/was this done? (E.g. are victims/survivors voices included in the content of the training? Or were victims/survivors consulted on the training approach/specific courses? Or are they on any groups or fora that have ongoing input into the design or implementation of the training?)
 17. If demand for training increases, can the current training arrangements respond to increasing demand? Why do you say this? What, if anything, could be done to improve capacity to respond to increasing demand?
 18. Could the training be improved? If so, what improvements would you suggest?

SCP questions

Note to interviewer: Please consider whether the stakeholder has an overview of the pathway across Wales or knowledge of the pathway in a specific region and tailor questions accordingly.

1. Why was the survivor care pathway established? Was it based on an identified need?
2. What outcomes is the pathway intending to deliver?
3. What (if any) arrangements were in place to support victims/survivors of modern slavery prior to the introduction of the pathway?
4. How was the pathway set up? What (if any) were the challenges in establishing it? How were these addressed?
5. What are the governance arrangements for the pathway? Who is ultimately accountable for delivering the pathway? Are the governance arrangements robust and appropriate?
6. Which partners are involved in delivering the pathway? How well do these partners work together to deliver the pathway? Are there any partners not currently involved in delivery whom you think should be involved?
7. Can you describe the structure of the pathway? How are potential victims/survivors referred into it? What action is taken and by whom? How are potential victims/survivors engaged in a support package (e.g. if they are referred to the MARAC without knowledge of this referral)? What support is offered to victims/survivors who access the pathway? How and when do they exit the pathway?
8. Do you attend the MARACs that support the delivery of the pathway? If so, can you tell me about the MARAC process?

9. *Note: For staff with an insight into one or more regions.* How is information sharing between partners managed? Is there a WASPI information sharing protocol relating to anti-slavery in the region? If so, what does this cover? How useful is it in promoting information sharing? Why do you say this?
10. How does the pathway support children and young people who are potential victims/survivors of modern slavery?
11. What are the key challenges in ongoing delivery of the pathway? How are these being addressed or how could they be addressed in the future?
12. How is the pathway publicised to people who may wish to refer victims/survivors to it? How confident are you that people who may be in a position to identify victims/survivors know about the pathway and how to refer people to it? Are there any particular groups of potential referrers whom you think are less likely to refer to the pathway than others? Why do you say this?
13. What has been the impact of the pathway for:
 - a. Victims/survivors?
 - b. Professionals who encounter victims/survivors?
 - c. Professionals who are involved in delivering the pathway?
 - d. Multi-agency working?
14. To what extent is performance monitoring data helping to measure the effectiveness of the pathway? What data is collected? Who collates this data?
15. Do you think the pathway is accessible to all potential victims/survivors of modern slavery? Are there any groups of victims/survivors whom you feel are less likely to access it? (E.g. based on factors such as type of exploitation, level of support needs, gender, age, ethnicity, nationality, sexual orientation, disability, region of residence)
16. Are/were the voices of victims/survivors involved at any stage in the design, delivery or review of the pathway? If so, how is/was this done? (E.g. are victims/survivors who access the pathway asked for feedback on their experience of it? Or were victims/survivors consulted in advance of setting up the pathway? Or are they on any groups or fora that have ongoing input into the design or implementation of the pathway?)
17. If referrals to the pathway increase, is the pathway in a position to respond to increasing demand? Why do you say this? What, if anything, could be done to improve the pathway's capacity to respond to increasing demand?
18. Could the pathway be improved? If so, what improvements would you suggest?

General questions

1. What (if any) is the relationship between the survivor care pathway and the anti-slavery training delivered in Wales?
2. To what extent is the anti-slavery training and survivor care pathway resulting in increased intelligence reports relating to modern slavery?

3. To what extent is the anti-slavery training and survivor care pathway resulting in increased investigating and prosecution of slavery-related offences?
4. Do you have any other comments?

Annex D: Template for analysis of training materials

Individual courses

1. What are the target audiences for the training?
2. Are the aims/objectives/intended learning outcomes of the training clearly defined?
3. Is training content factually correct and up-to-date?
4. Is there evidence of when/how content is reviewed and refreshed?
5. Is content relevant to target audiences?
6. Are proposed methods of delivery appropriate to target audiences and likely to engage them?
7. Where necessary, is there scope to tailor the content to specific audiences? (E.g. professionals in particular roles, children and young people, etc.)
8. Where necessary, does the material account for local differences in the delivery of anti-slavery activity? (E.g. Different MARAC arrangements across different regions)
9. Does the training provide adequate information and motivation for individuals to engage with the anti-slavery agenda?
10. Based on content and proposed delivery methods, is the training likely to deliver its aims/objectives/intended learning outcomes?
11. Is guidance for trainers likely to result in standardised delivery of the training course by all trainers?

Overall training offer

12. Does the training offer overall meet the needs of all potential target audiences? Are there any audiences whose training needs are not met?
13. Does the training offer overall deliver the range of content required? Are there any gaps in content?
14. Is the training offer overall likely to result in increased identification of victims/survivors of modern slavery, better support for these victims/survivors and increased prosecutions of perpetrators?

Annex E: Online survey of trainers

Introduction

The Welsh Government has commissioned Cordis Bright to conduct an evaluation of anti-slavery training and the survivor care pathway in Wales. As part of this evaluation we would like to hear from people who have delivered anti-slavery training, to find out about your knowledge, skills and experience in delivering training, as well as your perceptions of the appropriateness and relevance of training materials and the impact of the training.

Thank you for completing this questionnaire about anti-slavery training you have delivered. It should take 5-10 minutes to complete. We do not ask for your name and individual responses will only be reviewed by Cordis Bright. The deadline for completing the survey is **Friday 12th February 2016**.

If you have any questions about this questionnaire or the evaluation please contact Hannah Nickson at Cordis Bright on 020 7330 9170 or hannahnickson@cordisbright.co.uk

Course details

1. Which anti-slavery training course(s) are you trained to deliver? (Please tick all that apply)

- | | |
|---|--------------------------|
| 30-45 minute lunch and learn session | <input type="checkbox"/> |
| 3 hour anti-slavery awareness course | <input type="checkbox"/> |
| Child sexual exploitation awareness course | <input type="checkbox"/> |
| 1 day First Responder course | <input type="checkbox"/> |
| 3 day organised crime and modern slavery course | <input type="checkbox"/> |

2. Which of these statements best describes how frequently you have delivered the training course(s)?

- | | |
|---|--------------------------|
| I have delivered the course(s) 4 times or more | <input type="checkbox"/> |
| I have delivered the course(s) 2 or 3 times | <input type="checkbox"/> |
| I have delivered the course(s) once and plan to deliver again | <input type="checkbox"/> |
| I have delivered the course(s) once and have no plans to deliver any course again | <input type="checkbox"/> |
| I have never delivered the course(s) but plan to deliver in the future | <input type="checkbox"/> |
| I have never delivered the course(s) and do not plan to deliver in the future | <input type="checkbox"/> |

3. In which regions do you deliver/plan to deliver the course(s)? (Please tick all that apply)

- | | |
|----------------------|--------------------------|
| Cardiff and the Vale | <input type="checkbox"/> |
| Dyfed Powys | <input type="checkbox"/> |
| Gwent | <input type="checkbox"/> |
| North Wales | <input type="checkbox"/> |
| Western Bay | <input type="checkbox"/> |

4. To which audiences do you deliver/plan to deliver course(s)?

- | | |
|---|--------------------------|
| Police/law enforcement officers | <input type="checkbox"/> |
| CPS prosecutors | <input type="checkbox"/> |
| Healthcare professionals | <input type="checkbox"/> |
| Social care professionals | <input type="checkbox"/> |
| Education professionals | <input type="checkbox"/> |
| Airport/port workers | <input type="checkbox"/> |
| Pupil/students | <input type="checkbox"/> |
| Professional in the community and voluntary sectors | <input type="checkbox"/> |
| Member of the public/a community groups | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

If you have answered other, please specify here:

Your delivery of the training

5. To what extent do you agree with the following statements?

Scale: 1 – strongly disagree, 2 – somewhat disagree, 3 – neither agree/disagree, 4 – somewhat agree, 5 – strongly agree

- a. The training I received to deliver the course(s) prepared me well.
- b. I have a good understanding of the content of the course(s).
- c. I have a good understanding of the delivery methods for the course(s).
- d. I am confident in delivering the course(s).
- e. I know where to pass on any intelligence I receive from attendees as a result of delivering the course(s).

Quality of the training courses

6. To what extent do you agree with the following statements?

Scale: 1 – strongly disagree, 2 – somewhat disagree, 3 – neither agree/disagree, 4 – somewhat agree, 5 – strongly agree

- a. The aims/objectives/intended learning outcomes of the course(s) are clear to me.
- b. The content of the course(s) is appropriate to the target audience.
- c. The content of the course(s) is kept up-to-date.
- d. The course(s) engage the target audience and sustain their interest.
- e. The resources/materials provided to training attendees are relevant useful to them.
- f. The course(s) successfully deliver their aims/objectives/intended learning outcomes.

7. Do you have any suggestions for how the course(s) could be improved?

Impact of the training

8. To what extent do you agree with the following statements?

Scale: 1 – strongly disagree, 2 – somewhat disagree, 3 – neither agree/disagree, 4 – somewhat agree, 5 – strongly agree

- a. The course(s) increase attendees' understanding of modern slavery.
- b. The course(s) increase attendees' ability to identify potential victims/survivors of modern slavery.
- c. The course(s) increase attendees' confidence in identifying potential victims/survivors of modern slavery.
- d. After attending the course(s), attendees know whom to contact to refer potential victims/survivors of modern slavery for support/investigation.
- e. The course(s) increase attendees' understanding and skills to work in partnership to tackle modern slavery and support victims/survivors.
- f. The course(s) increase attendees' confidence to work in partnership to tackle modern slavery and support victims/survivors.

For people who deliver the 3 day organised crime and modern slavery course.

- g. The course increases attendees' practical skills in investigating/prosecuting cases of modern slavery.
- h. The course increases attendees' confidence in investigating/prosecuting cases of modern slavery.

9. Have attendees on training course(s) you have delivered disclosed intelligence relating to potential victims/survivors or perpetrators of modern slavery to me during/following the course?

Yes ☐
No ☐

10. Can you provide any examples of the way in which the training has changed attendees' practice in relation to modern slavery?

The anti-slavery training offer

11. From your knowledge of all anti-slavery training courses available in Wales, do you think that there are any gaps in the content of training offered?

Yes ☐
No ☐

12. From your knowledge of all anti-slavery training courses available in Wales, do you think there are any potential audiences whose training needs are not met?

Yes ☐
No ☐

Annex F: Online survey of training attendees

Introduction

The Welsh Government has commissioned Cordis Bright to conduct an evaluation of anti-slavery training and the survivor care pathway in Wales. As part of this evaluation we would like to hear from people who have attended anti-slavery training, to find out your views on the training and if/how it has changed your knowledge and skills.

Thank you for completing this questionnaire about anti-slavery training you have attended. It should take 5-10 minutes to complete. We do not ask for your name and individual responses will only be reviewed by Cordis Bright. The deadline for completing the survey is **Friday 12th February 2016**.

If you have any questions about this questionnaire or the evaluation please contact Hannah Nickson at Cordis Bright on 020 7330 9170 or hannahnickson@cordisbright.co.uk

Course details

1. Which anti-slavery training course(s) did you attend? (Please tick all that apply)

- | | |
|---|--------------------------|
| 30-45 minute lunch and learn session | <input type="checkbox"/> |
| 3 hour anti-slavery awareness course | <input type="checkbox"/> |
| Child sexual exploitation awareness course | <input type="checkbox"/> |
| 1 day First Responder course | <input type="checkbox"/> |
| 3 day organised crime and modern slavery course | <input type="checkbox"/> |

2. When did you attend the training course(s)? (Please tick all that apply)

- | | |
|------|--------------------------|
| 2013 | <input type="checkbox"/> |
| 2014 | <input type="checkbox"/> |
| 2015 | <input type="checkbox"/> |

Quality of the training

3. To what extent do you agree with the following statements?

Scale: 1 – strongly disagree, 2 – somewhat disagree, 3 – neither agree/disagree, 4 – somewhat agree, 5 – strongly agree

- The content of the course was relevant to me.
- The course was pitched at the right level for my needs.
- The trainer was knowledgeable about the course content.
- The trainer delivered the training in a way that engaged me and sustained my interest.
- The resources/materials provided during the course were useful to me.
- The course met with my expectations.
- I would attend further anti-slavery training in the future.

4. Do you have any suggestions for how the course(s) could be improved?

Sustained impact of the training

5. To what extent do you agree with the following statements?
Scale: 1 – strongly disagree, 2 – somewhat disagree, 3 – neither agree/disagree, 4 – somewhat agree, 5 – strongly agree

- a. The course increased my understanding of modern slavery.
- b. The course increased my ability to identify potential victims/survivors of modern slavery.
- c. The course increased my confidence in identifying potential victims/survivors of modern slavery.
- d. I know whom to contact to refer potential victims/survivors of modern slavery for support/investigation.
- e. I am confident about referring potential victims/survivors of modern slavery for support/investigation.
- f. The course increased my understanding and skills to work in partnership to tackle modern slavery and support victims/survivors.
- g. The course increased my confidence to work in partnership to tackle modern slavery and support victims/survivors.

For people who attended the 3 day organised crime and modern slavery course.

- h. The course increased my practical skills in investigating/prosecuting cases of modern slavery.
- i. The course increased my confidence in investigating/prosecuting cases of modern slavery.

6. Please answer yes or no to the following statements

- a. Since attending the course, I have identified potential victims/survivors of modern slavery.
- b. Since attending the course, I have referred potential victims/survivors of modern slavery for support/investigation.

For people who attended the 3 day organised crime and modern slavery course.

- c. Since attending the course, I have been involved in investigating/prosecuting cases of modern slavery.
- d. Since attending the course, I have been involved in one or more cases resulting in convictions for slavery-related offences.

7. Can you provide any examples of the way in which the training has changed your practice in relation to modern slavery?

About you

8. Are you based in...?

- | | |
|----------------------|--------------------------|
| Cardiff and the Vale | <input type="checkbox"/> |
| Dyfed Powys | <input type="checkbox"/> |
| Gwent | <input type="checkbox"/> |
| North Wales | <input type="checkbox"/> |
| Western Bay | <input type="checkbox"/> |

9. Are you a...?

- | | |
|--|--------------------------|
| Police/law enforcement officer | <input type="checkbox"/> |
| CPS prosecutor | <input type="checkbox"/> |
| Healthcare professional | <input type="checkbox"/> |
| Social care professional | <input type="checkbox"/> |
| Education professional | <input type="checkbox"/> |
| Airport/port worker | <input type="checkbox"/> |
| Pupil/student | <input type="checkbox"/> |
| Professional in the community and voluntary sector | <input type="checkbox"/> |
| Member of the public/a community group | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

If you have answered other, please specify here:

10. If you are a professional, which organisation do you work for?

Annex G: SCP case study template

Profile of victim(s)/survivor(s)

To include:

- Number of victims/survivors and relationship to each other.
- For each victim/survivor:
 - Age.
 - Gender.
 - Nationality.
 - Immigration status (if relevant) NB. Please indicate whether the victim(s)/survivor(s) had recourse to public funds or not.
 - Ethnicity.
 - Sexuality (if known/relevant).

Background/presenting issues

Key questions:

- What type(s) of exploitation were the victim(s)/survivor(s) allegedly subjected to?
- When did the victim(s)/survivor(s) first come into contact with the alleged perpetrator(s)?
- What was the victim(s)/survivor(s) relationship to the alleged perpetrator(s)?
- What was the picture of ongoing contact with the perpetrator(s)?
- When did the victim(s)/survivor(s) arrive in Wales (if foreign national or if trafficked from elsewhere in the UK)?
- Were they subjected to any internal trafficking within Wales?
- What was their housing situation prior to support?
- Were they in work/school/college prior to support? If so, please provide details.
- How was the exploitation impacting on the alleged victim(s)/survivor(s)? Including:
 - Physical impact.
 - Psychological impact.
 - Social impact.
 - Behavioural impact.

Support received prior to accessing the SCP

To include:

- Which agency or agencies identified the victim/survivor(s)?
- Region in which the victim(s)/survivor(s) were based when they were identified (so we know which MARAC they were supported by)

- What support had this agency or others offered prior to the referral to the SCP, and had the victim(s)/survivor(s) engaged with this?
- Had there been a referral to the NRM prior to the referral to the SCP? If so, what was the outcome?

Investigation of alleged offence prior to accessing the SCP

To include:

- Was there any police involvement prior to the referral to the SCP? If so, please provide details.

Support received as a result of accessing the SCP

To include:

- Any support offered/investigation after referral to the SCP but before the MARAC was held.
- Was a risk assessment carried out prior to the MARAC? If so, what level of risk was the victim identified as?
- What was the length of time between referral and the MARAC meeting?
- What happened at the initial MARAC, including:
 - Agencies who attended and contributed to the support plan/investigation.
 - Key information shared.
 - Which agency/professional was allocated as lead worker.
 - Risk assessments undertaken and the outcomes of these.
 - Actions agreed, timescales and agency roles.
 - Safety planning, such as safe housing, move out of area.
- Was an NRM referral made, and what was the outcome of this?
- Any developments in the case, such as changes in circumstances of victim(s)/survivor(s).
- Number of times the case was discussed at MARAC and any additional actions.
- Length of time support was offered.
- Final outcome of MARAC/SCP – e.g. is the case now closed, is support still being offered, etc.

Investigation of alleged offence as a result of accessing the SCP

To include:

- Did intelligence shared at MARAC result in police investigation? If so, please provide details.

Outcomes of accessing SCP – for victims/survivors and for investigation

To include:

- What were the outcomes for the victim(s)/survivor(s) of the support offered following the MARAC?
- Any feedback from the victim(s)/survivor(s) on the support they received. (NB. This can be feedback a professional received at the time – we are not expecting you to contact the victim(s)/survivor(s) at the point of writing up the case study).
- What were the results of any police investigation, such as:
 - Alleged perpetrator(s) identified.
 - Additional potential victim(s)/survivors identified.
 - Alleged perpetrators charged/prosecuted.
 - Assets seized.
- What was the impact of the MARAC for the agencies who were involved (e.g. information shared, joint working to support victim(s)/survivor(s), etc.)?
- How do you think the outcomes for the victim(s)/survivors, the investigation and the agencies involved would have differed if the victim(s)/survivor(s) had not been referred to the SCP?