

PART D: PROPOSAL FORM

About this form

This form should be used to submit your proposal for the LCPF Co-Commissioning Funding. We strongly recommend that you read the funding prospectus for the Co-Commissioning fund and its accompanying documents before completing this form. You must answer all the questions in this form.

Sending us your form

Email a copy of your Proposal Form to Co-commissioning@mopac.london.gov.uk

Deadline

Your form **must** reach us before 5pm on Friday 1 December 2017. We will not accept proposals for Tranche 1 after this deadline.

Section 1. Cover Sheet

| | |
|---|--|
| Proposal Title | Rescue and Response: Improving the identification and response to the impact of the exploitation of young people by organised criminals. |
| Reference <i>Provided by MOPAC</i> | |
| Lead Partner's Name | Karina Wane/ Geeta Subramaniam |
| Lead Partner's Postal address including postcode | Karina – Brent Civic Centre, Wembley, HA9 0FJ Geeta – Laurence house, 1 Catford Road, SE6 4RU |
| Organisation Type (Local Authority, Charity, Community Interest Company etc) | Local Authority |
| Full name of main contact | Karina Wane/ Geeta Subramaniam |
| Position in organisation | Karina - Head of Community Protection Geeta - Head of Crime Reduction and Supporting People |
| Address – if different to above | N/A |
| Email address | Karina.wane@brent.gov.uk Geeta.Subramaniam@lewisham.gov.uk |
| Telephone number | Karina - 0208 397 5067 Geeta - 0208 314 9569 |
| Mobile telephone number | Karina - 07810694517 |

Section 2. About your partners

2.1 Legal name and contact details of your partner organisations:

Partner 1 – Main Contact

| | |
|-----------------------------------|---|
| Organisation | St Giles |
| Full name | Evan Jones |
| Position in organisation | Head of Community Services |
| Postal address including postcode | Georgian House 64-68 Camberwell Church Street London SE5 8JB |
| Email | Evan.Jones@stgilestrust.org.uk |
| Telephone number | 0207 708 8004 |
| Mobile telephone number | 07958 511 177 |

Partner 2 – Main contact

| | |
|--------------------------|--------------------------------|
| Organisation | Abianda |
| Full name | Abi Billinghamurst |
| Position in organisation | Founder and Director |
| Postal address | 55 Corker Walk, London, N7 7RY |
| Email | Abi@abianda.com |
| Telephone number | 0207 6860 520 |
| Mobile telephone number | 0777 1737 463 |

Partner 3 – Main contact

| | |
|--------------------------|--|
| Organisation | Safer London Foundation |
| Full name | Claire Hubbersty |
| Position in organisation | Chief Exec |
| Postal address | Skyline House, 200 Union Street, London, SE1 0LX |
| Email | ClaireHubberstey@saferlondon.org.uk |
| Telephone | |

Partner 4 – Main contact

| | |
|-----------------------------------|--|
| Organisation | MPS Sign off Lead – Trident, Intelligence, |
| Full name | Cdr Richard Smith |
| Position in organisation | Commander – Safeguarding Lead |
| Postal address including postcode | Empress State Buildings Lillie Road Fulham London SW6 |
| Email | richard.smith@met.pnn.police.uk |
| Telephone number | |

Partner 5 – Main contact

| | |
|-----------------------------------|---|
| Organisation | CRC |
| Full name | Cassie Newman |
| Position in organisation | Head of Contracts and Partnerships |
| Postal address including postcode | Floor 9, Hannibal House, New Kent Road, Elephant and Castle, London SE1 6TE |
| Email | Cassie.Newman@londoncrc.org.uk |
| Telephone number | |
| Mobile telephone number | 07464648453 |

Partner 6 – Main contact

| | |
|-----------------------------------|---|
| Organisation | Youth Justice Board |
| Full name | Adam Mooney |
| Position in organisation | Head of Business Area |
| Postal address including postcode | Youth Justice Board, 102 Petty France. London, SW1H 9AJ |
| Email | Adam.mooney@yjb.gsi.gov.uk |
| Telephone number | |
| Mobile telephone number | 07917517831 |

Add additional boxes if necessary.

Please attach written confirmation from each partner listed above to confirm that they are supportive of your proposed project.

Section 3. Your Proposal

3.1 Which of the Co-commissioning Fund priorities will your proposed project address?

Please tick

| | |
|---------------------------|---|
| Youth offending | X |
| Child Sexual Exploitation | X |
| Sexual Violence | X |
| Female offending | X |

3.2 When will your proposed project start and finish?

Please set out when your project would start and finish. Please ensure this fits with the timings set out in the indicative timeline in the co-commissioning funding prospectus. Please note that funded projects must be completed by 31 March 2021.

| | Day | Month | Year |
|--------|-----|-------|------|
| Start | 01 | 04 | 2018 |
| Finish | 31 | 03 | 2021 |

3.3 Name of Project (20 words)

Insert the name of your proposed project.

Out There - Rescue And Response

3.4 Please list the London boroughs in which your proposal will work.

If your project is working in or with the secure estate please also list the establishments in which your proposal will work.

All 32 London Boroughs.

It is a requirement of the Fund that London Local Authorities are key supporting partners. Please attach written confirmation from each London borough listed above to confirm that they are supportive of your proposed project.

Section 4. Implementation

| Q. | 40% Effective Implementation (7 pages) We want to understand how you will ensure the effective and timely implementation of your proposal. | Weighting 1-3 | Maximum Score |
|-----|---|--------------------------|--------------------------|
| 4.1 | <p>Your Proposal:</p> <p>Please set out what you plan to do. Make sure this fits with the funding principles and criteria set out in our Co-Commissioning Fund prospectus. You will also have received feedback from the EOI stage on your EOI. Please ensure that any points raised in the feedback are addressed in your full proposal.</p> <p>Please ensure you consider and address the following points in your response:</p> <ul style="list-style-type: none"> ✓ What exactly will the response look like: where, when, for what length of time, how will it be done, who involved? ✓ What are the aims and objectives of my response - what does success look like? ✓ Do I need other staff to assist in my response - if so - are there documents / toolkits / training that set out what they must do / assist them to do what I want them to do? ✓ What cost is involved in the set-up and running of my response? Record this. ✓ Can I capture data throughout my response/ do I have a data template? ✓ How will the proposal be resourced? | 3 | 15 |
| | Maximum 2 pages | | |
| 4.2 | Project Plan: | 2 | 10 |

| | | | |
|------------|---|----------|-----------|
| | <p>Please provide a mobilisation plan for your proposal (January 2018 – June 2018). This should include identification of key milestones, timescales, risk and contingency arrangements. This plan should detail who and how partners (outside of the consortia) will be engaged during this period to enable your Proposed Project to commence on time. The project plan should also outline the duration of tasks and the resources required to ensure successful implementation.</p> <p>Your project plan should be submitted using Excel, or Word.</p> | | |
| | Maximum 2 pages | | |
| 4.3 | <p>Partnership:</p> <p>Please detail how Partners detailed in Section 2 will work together. This should include a governance structure diagram, details of key roles, responsibilities and reporting lines and how the Lead Partner will interface with other partner organisations. This should also define how the project is delivered across boroughs and to what elements are integrated and where they are not.</p> | 1 | 5 |
| | Maximum 1 page | | |
| 4.4 | <p>Commissioning model:</p> <p>Please detail the commissioning model for your project. This needs to be a detailed description setting out very clear how and whole will be responsible for the commissioning of the programme – including the coordination where there is some fragmentation. These arrangements need to be fully agreed and have the full consent of the partners. Where there is dependency on MOPAC this needs to be agreed in advance of the final proposal. It is critical that delivery starts 1 July 2018. Your commissioning model should also detail how you intend to ensure that this happens.</p> | 2 | 10 |
| | Maximum 2 page | | |

| | | |
|------------|---|----------|
| | | |
| 4.5 | Safeguarding Arrangements: Please detail the safeguarding arrangements for your project. It is a minimum criteria for funding that proposals explain the arrangements for safeguarding children, young people and vulnerable adults, this may include for example identification, training, reporting and referral arrangements to Local Authorities. | Unscored |
| | Maximum 1 page | |
| 4.6 | EOI Feedback: You will have received feedback from the EOI stage which could potentially include requirements for you to proceed. Please can you use this question to confirm how these have been addressed and to what extent they have been incorporated into the final proposal. | Unscored |
| | Maximum 1 page | |

4.1 Your Proposal: (1200 words)

This project will develop and deliver a support service for young people who are vulnerable and caught up in county lines drug distribution networks across our region. This issue brings together gangs, national policing strategy, CSE, trafficking, exploitation and vulnerability; underpinned by a complex range of social and structural disadvantage. The need has been identified but is so far only partly understood and sporadically mapped, with support models untested at any scale.

This project will be the first county lines support service that:

- Operates at scale - pan London and for three years
- Includes both support providers and intelligence analysis working together
- Is led by a coalition of London boroughs with support from MPS special commands and the boroughs and highly experienced London based gangs' agencies.

Three elements to this project will be delivered throughout 3 year project period (more detailed costs in section 7.0):

- a) Response & Rescue – there is an urgent need to provide an immediate and flexible rescue and response service. Direct Intervention **cost for 3 years = £xx**
 - b) Intelligence Development – to inform prevention and focus the limited resources on those most in need and on the cusp of exploitation. Direct Analysis cost for 3 years = £600,000 (not inc SPOCs or in Kind £)
 - c) Breaking the Cycle – upskilling front line professionals across London to better identify and divert young people away from this exploitation at the earliest possible stage. Direct Training cost for 3 years = £9600 (not inc on-costs or in Kind £)
-
- a) Response & Rescue through a third sector consortium approach lead by St Giles Trust (SGT) and incorporating Abianda to deliver:
 - A credible and capable caseworking service that can engage with young people at the time of need, including immediate safety planning for the young person and their family/ network. This includes debriefing missing young people for improved intelligence and profiling.
 - Utilising “teachable moments” to effectively engage with young people and gain their trust to deliver ongoing casework as required. An out-of-hours callout service will allow immediate response from caseworkers when most beneficial.
 - SGT and Abianda have combined their expertise in working with high risk, high vulnerability young people. Both will deploy their complimentary and unique models of practice to increase likelihood of engagement and positive outcomes for young people.

- Service brokerage and links with other agencies, not limited by borders. SGT delivers gang exit services in 13 boroughs, ensuring a smooth and effective handover of cases when a local service is available and appropriate. Safer London Foundation will provide a fast tracked referral route into the London Gang Exit service, specifically for those young people from boroughs without gangs services.
 - Provide gender specific interventions for gang/network affected females that are rooted in evidence based practice which addresses the barriers that young women typically face in accessing services.
 - Work in partnership with local borough gang delivery group partners, Trident, MPS Sexual Exploitation Team, OCU and specialist CSE provision already linked to boroughs.
 - Link into existing infrastructure including borough provision via community safety lead, Safer School Officers.
 - Link into added value services delivered by partner agencies such as: SGT's range of projects, Safer London's Empower service.
 - **Objective:**
 - To ensure all young and vulnerable Londoners identified as being exploited through county lines are made safe, supported and then diverted into positive activities.
- b) Intelligence Development through:
- 2x Hubs (North & South London) working collaboratively to use the intelligence gained from front line practitioners, third sector providers, partners, police and social media to understand the criminal networks and identify vulnerable young people caught up in them. Delivered by 4 recruited analysts (2 per hub) to cover the North, South, East and West regions. Linking in with pan London MPS intelligence command, who have direct links to the SPOCs for CSE and Modern Day Slavery in the counties. Emerging data will be captured to build regional profile via creating I2 networks, case management reports, intel system development, which are shared across the relevant enforcement and safeguarding practitioners.
 - 4 Single Point of Contacts (SPOCs) (one per region, 2 within each Hub), to provide the coordination and proactive tasking of intelligence / response, ensuring wrap around services are deployed and in place, providing the conduit between the third sector and statutory agencies. Linking in and following the key Safeguarding professional practices locally as well as specialist CSE provision/YOS where required.
 - **Objective:**
 - To ensure all young and vulnerable people identified as being exploited through county lines are known and protected through local safeguarding channels.

- To identify those responsible for running county lines and exploiting vulnerable people to aid in bringing them to justice.
- c) Breaking the Cycle by:
- Third sector consortium brings tremendous experience which will be used to deliver training and support to front line practitioners across London, alongside other local voluntary groups.
 - Developing good practice based on experiential learning to continually reshape the project; sharing this learning with sector stakeholders.
The partnership will engage with local and national politicians and front line expertise to help shape policy and legislative change.
 - The service is based on current best practice in borough based services and will seek to incorporate other best practices such as contextual safeguarding, trauma informed approaches, the restorative approach, solution focused therapy and a peer support model; many of which are already in use by consortium partners.
 - Carry out regular reviews of the project and delivered service as well as gathering learning from other county lines work (St Giles).
 - Supporting the Safer Schools officers through training to help them deliver prevention and awareness programmes through bespoke training incorporating learning from the project ensuring emerging trends are captured.
 - **Objectives:**
 - To support local authorities and other stakeholders partners through communicating better understanding of how county lines are operating.
 - Increased awareness and knowledge for front line practitioners regarding county lines issues in London.

Project outcomes for full 3 year project (evidence/ measure in brackets):

- Minimum of 560 YP (under 25yrs) case worked (case records)
- Reduction in their recorded criminal behaviour (PNC)
- Increase in number of YP identified as being exploited (analyst stats)
- Increased engagement with services (case records)
- Better understanding of the problem and networks (evaluation)
- Increase in number of YP identified as being at risk
- Increased knowledge of the risk for young women associated with county lines/criminal networks (service user led)
- Increased feelings of safety and reduced feelings of vulnerability (service user led)
- 400 front line workers trained across (outcome of training/feedback forms)
- Increase in referrals to NRM
- Increase in referrals to family support services
- Increase in number of CSE cases referred to safeguarding. Improved links between London and regional services (evaluation).

- Decrease missing episodes to engaging cohort

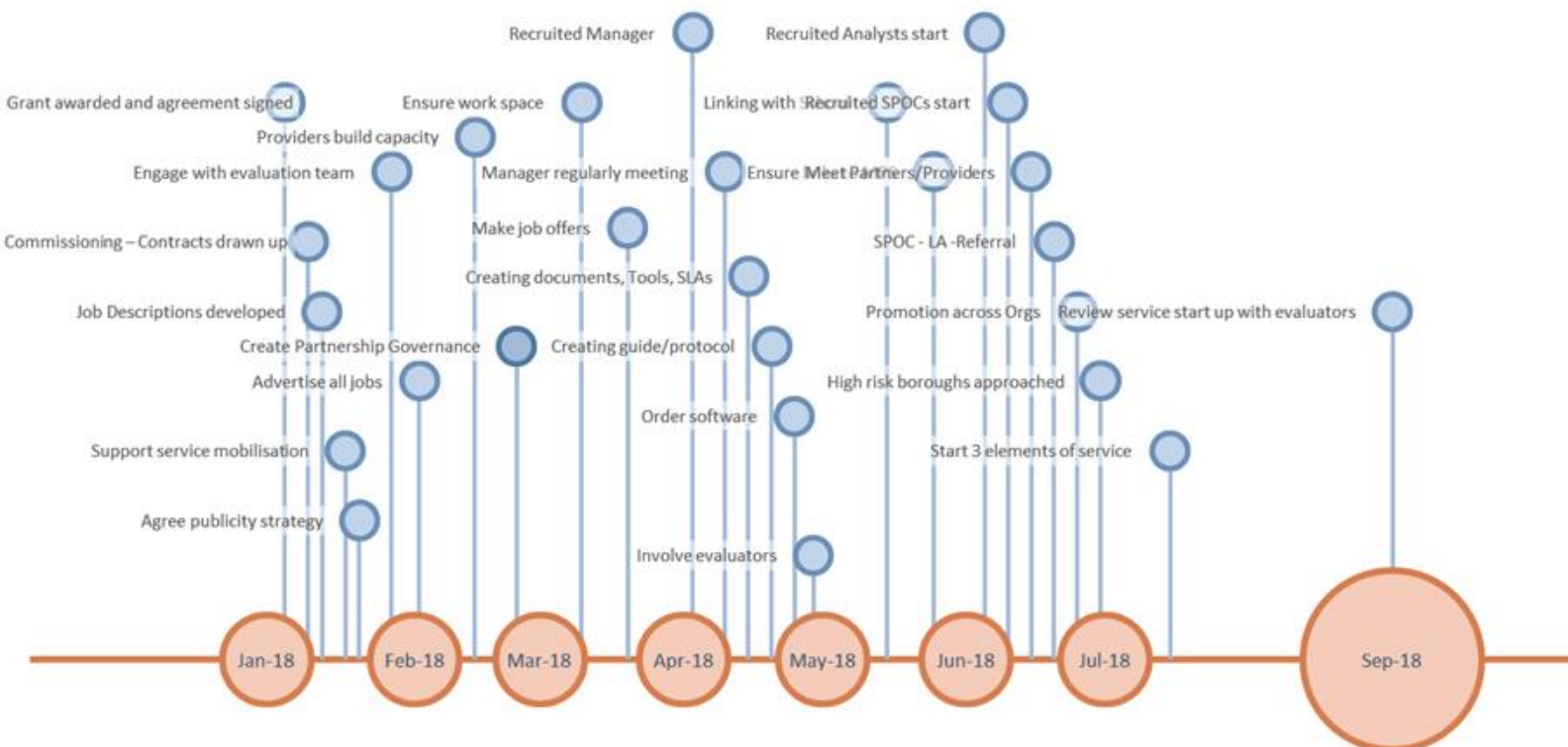
Client centred outcomes:

- Feelings of safety/ risk reduction (service user led, attitudinal questionnaires).
- Increased knowledge of the risk for young women associated with county lines/criminal networks (service user led).
- Increased feelings of safety and reduced feelings of vulnerability (service user led).
- Increased knowledge of issues regarding CSE, sexual violence and victimisation in context of gangs (evaluation).
- Increased skills to keep safe in different contexts (service user led).
- Increased ability to positively manage relationships and create healthy attachments (service user led, measurement tools).
- Increased resilience and ability to influence key life decisions (evaluation, measurement tools, service user led).

(1199 words)

4.2 Project Plan: (1200 words)

See Project Plan Below:



Project Plan Broken down:

January 18

- Grant awarded and agreement signed.
- Commissioning – Contracts drawn up between MOPAC and Providers (St Giles (incl Abianda), LA recruitment spend, University Beds)
- Job Descriptions developed for all posts and signed off by HR.
- Support service mobilisation and networking initiated by St Giles and Abianda managers
- Agree publicity strategy with Mopac
- Engage with evaluation team to consider case recording processes, measures to be used etc

RISK – MOPAC delay in sending out grant agreements.

RISK – LA HR evaluation slow - *Prepare LA HR for quick evaluation response. Have JDs ready for when agreement signed.*

February 18

- Advertise all jobs and start recruitment process for posts. Interviews held.
- Providers build capacity to ensure capable for delivery.
- Create Partnership Governance Board to incorporate all partners and govern mobilisation plan.

RISK – Recruitment start date delayed - *Ensure recruitment process started as early as possible. Going internally first for speed and knowledge.*

March 18

- Ensure work space effective for staff, incl materials required.
- Make job offers to successful applicants

RISK – Agreed workspace no longer available - *Need to have contingency plan and number of LA co-located options for back up.*

RISK – Not able to fill all posts - *immediately start new recruitment round. Explore internal secondments, temporary staff and seek to understand why suitable applicants didn't apply.*

April 18

- Recruited Manager post starts to aid mobilisation.
- Manager regularly meeting providers/partners.
- Creating documents, Tools, SLAs, Info Sharing agreements, finalising procedures/policies.
- Creating guide/protocol with providers for consistent working across London and informing all LAs.
- Order software required. Sign up to licenses.
- Involve evaluators with growing project team to finalise recording measures and evaluation methodology

RISK – Recruitment start date delayed - *Ensure recruitment process started as early as possible. Going internally first for speed and knowledge.*

May 18

- Provider linking in with schools for third element of project around training agreement/implementation.
- Ensure required links in place with MPS regarding analyst posts to align appropriately.

RISK – Some schools not engaging - *Ensure LA support providers and MOPAC updated if continuing issue for support.*

June 18

- Recruited Analysts start, starts to develop systems required, implement process with MPS partners and working arrangements previously agreed started.
- Recruited SPOCs start, starts to go and meet all LA leads for community safety and develop catalogue of LA leads for YOS/Safeguarding, Safer School leads etc. Meet all partners and providers.
- SPOC write to all LA to confirm how will refer in safeguarding concerns.
- All staff and providers promoting services across LAs and partner organisations.
- High risk boroughs approached by Manager and analysts for shared intel to help start building picture.

RISK – Recruitment start date delayed - *Ensure recruitment process started as early as possible. Going internally first for speed and knowledge.*

RISK – MPS restructure effects agreed shared project processes - *Incorporated associated Police commands in project planning from Oct 17 throughout period to ensure up to date with changes/updates.*

July 18

- Start 3 elements of service.

RISK – Delay in start July start - *Ensure keep to timeline to reduce delayed start up.*

Sept 18

- Review service start up with evaluators, staff and partners, identify successes and challenges
- Partnership Board to adapt model in consultation with MOPAC if needed.

(559 words)

4.3 Partnerships (600 words)

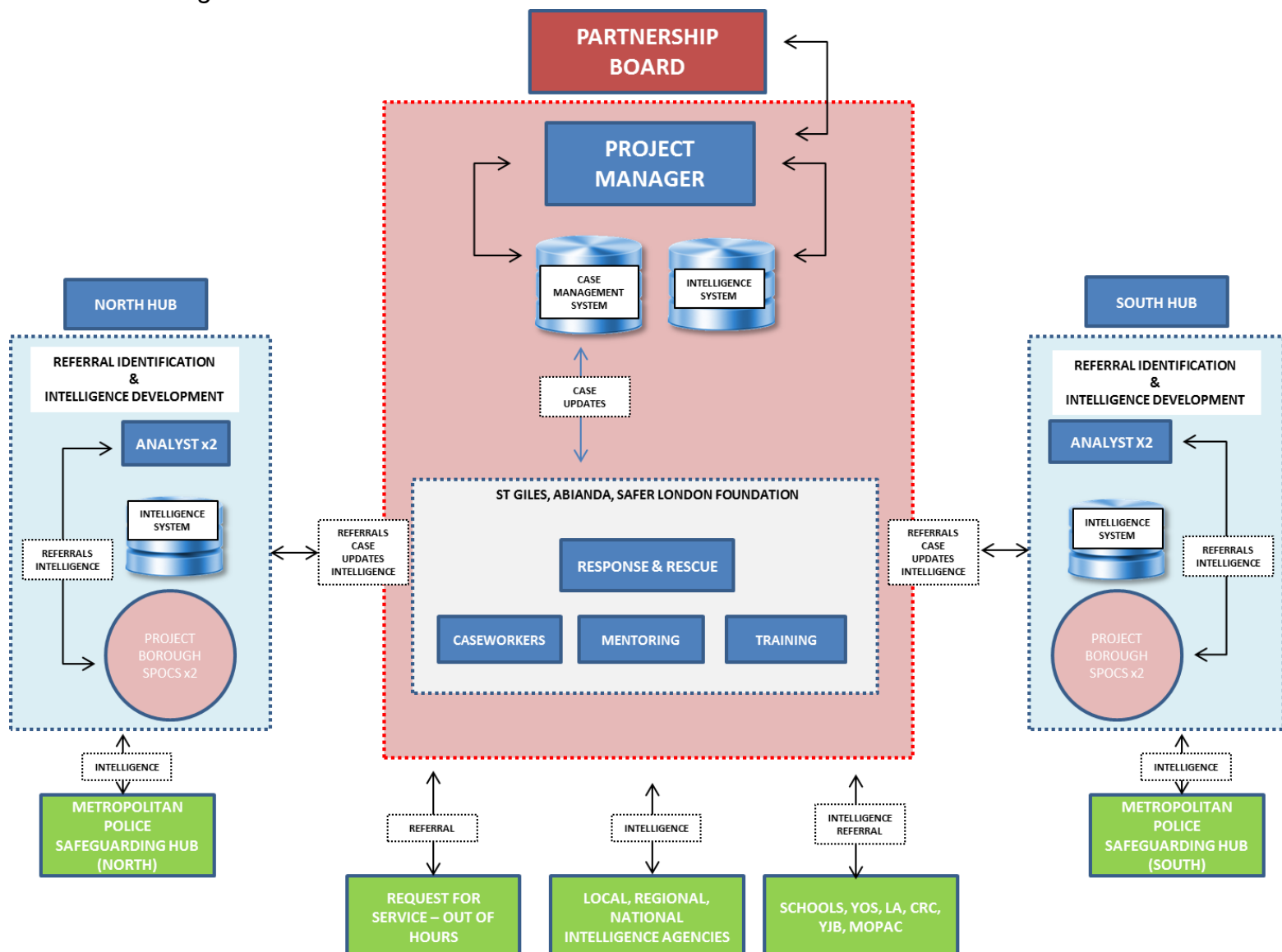
For this project to be effective it is essential that the structures and processes are as flexible as those of the organisations we are following. County lines operations rapidly adapt to changed circumstances by moving young people to an entirely different area to reduce risk of detection in a matter of hours and can adapt to local pressure almost as quickly. The project is designed to ensure effective governance and leadership while also having the ability to react quickly when needed.

The project is led by the Partnership Delivery Board composed of:

- Lead LAs
- OT Project Manager
- MPS Leads (Intel, SCO7, SCO8, Safeguarding)
- Safer London
- St Giles
- Abianda
- Safer Schools Officers/leads
- CRC
- YJB
- MOPAC

Please see below Project Diagram A below highlighting how the partnership interact and the overarching governance of this partnership:

Diagram A



Governance:

The Board will provide strategic direction and ensure effective connections between the components of the project and partners. The Board will address any emerging issues and bring the combined knowledge and influence of the partners to bear on resolving them.

Best practice from all partner organisations will be readily available, and through their various partners there will be access to a wide network of knowledge. This ability to draw in expertise will be critical in moulding and developing the project, it is important to understand that there is no blueprint for this work.

Operations:

The Project Manager will oversee the support services delivered by SGT, Abianda and Safer London as well as the work of the Hubs.

There is a process for referrals (see Diagram B) which will ensure good management and recording processes are followed, it also allows a level of flexibility and autonomy to service delivery teams to allow for rapid response.

SGT and Abianda will deliver a casework based service to all the young people who are clients of this service. This work will come in directly from Police and other services or via the Project Hub SPOCs. The Abianda service is exclusively for young women and is designed to recognise the distinct and additional issues young women face when they are gang involved.

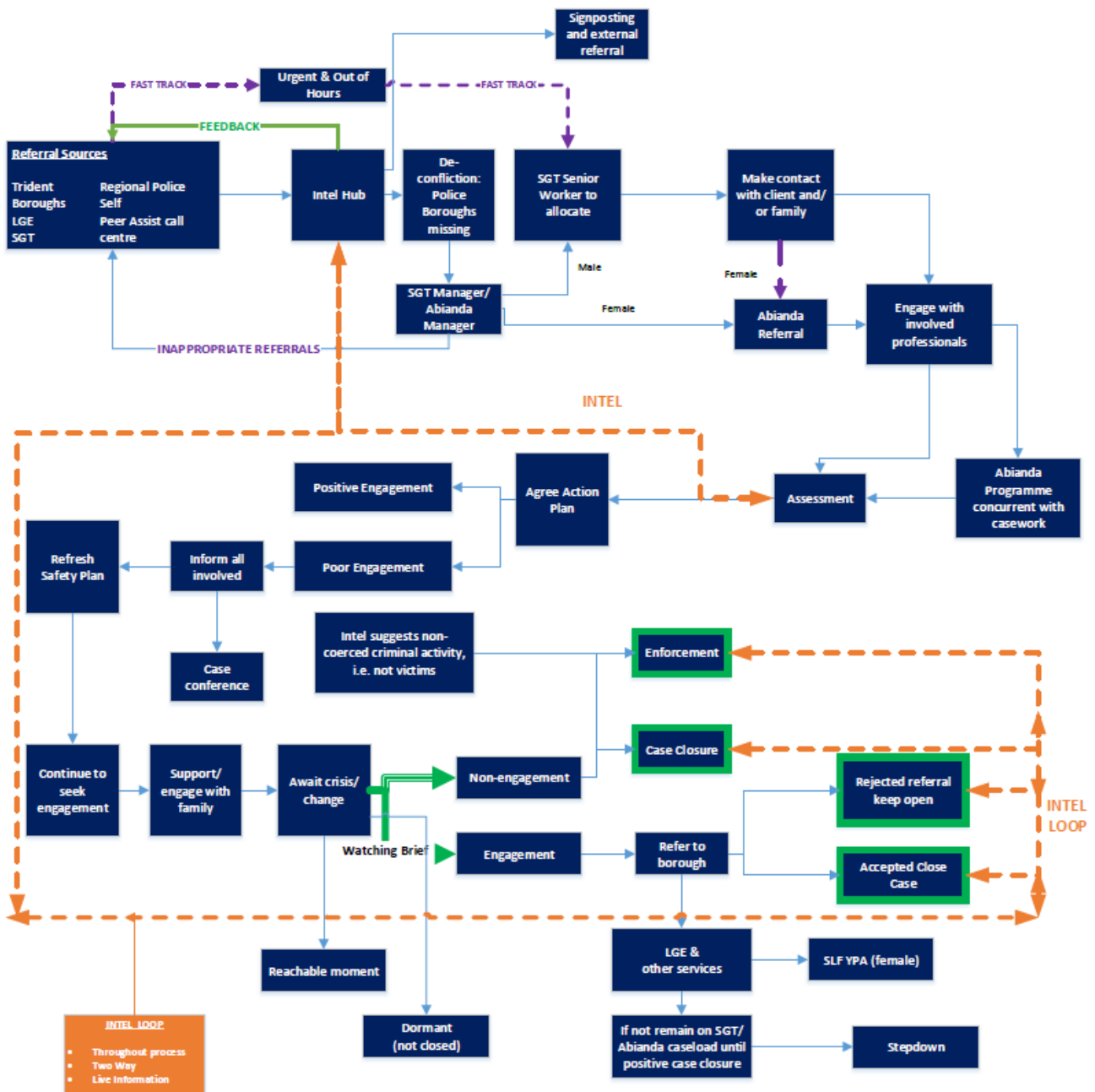
SGT and Abianda workers will be the first point of contact for all clients, in some cases they will retain those clients for reasons of client attachment and/ or lack of alternative services, but all clients will be considered for transfer to borough based services. Most likely referral options are MOPAC funded borough based gang services (most delivered by SGT), other borough based gang and CSE services and Safer London Foundation London Gang Exit Project. All services have referral processes and some have capacity issues so specific transfer routes cannot be guaranteed.

SGT will oversee an out-of-hours service for urgent referrals. Key partners will have a phone number that will be covered by an on-call SGT manager, who will in turn have access to on-call SGT staff who if needed will work out of hours. The likely level of demand for this service is not clear, if it is under used there will be a cost saving as the on-call staff will only be paid if they have to go out to see a client.

As part of the casework intervention clients will be referred to a range of services and supported to engage with those services; these range from statutory agencies, Substance Misuse agencies and VCS provision, particularly around ETE for onward progression. Many of the referrals will represent added value; SGT and other partners deliver a range of services that can support this client group in onward progression i.e. SGT Choices ETE programme for 16 – 25s.

(598 words)

Diagram B: Referral Casework Flowchart



This chart shows the referral and caseworking processes for the Rescue and Response service delivered by St Giles Trust and Abianda

4.4 Commissioning Model (1200 words)

To utilise Model 2 – MOPAC Model

1. MOPAC to provide grant funding to Lead Local Authority to recruit x1 Project Manager, x4 analysts and x4 SPOCs for three year project.
(NB: funds been allocated to potential redundancy costs if needed at end of project, this would need to be provided to Lead recruitment LA).
2. MOPAC to commission St Giles Trust for full Provider response, St Giles Trust to subcontract Abianda for their provider response.
3. MOPAC to commission Safer London Foundation for Provider response.
4. MOPAC to commission University Bedfordshire for evaluation.

The Project Manager to also act as commissioning manager with remit to contract manage and govern the below provider grant funding provided by MOPAC, reporting back to MOPAC on quarterly reporting and back up to the Partnership Board.

A structure of monitoring, reporting and meeting will be agreed with MOPAC, ensuring all elements of the project are effectively managed and reported on.

All partners have experience of managing grants and contracts from a range of funding bodies and have financial and other procedures in place to safely and effectively manage the money and reporting.

(187 words)

4.5 Safeguarding Arrangements (600 words)

The Project SPOC is the safeguarding link into Borough Safeguarding teams, Safer Schools officers and YOS. The will lead a 'Team around the Network' to enable intervention following referrals, intelligence and/or proactive lead involvement.

The SPOC will have gathered all info for each LA safeguarding leads prior to project start date. Arrangements for letter to be sent to all boroughs prior to project start date confirming process the project will take, i.e. safeguarding issue highlighted, referred into LA safeguarding front door for both adult/child safeguarding concerns by either SPOC (info/intel suggests safeguarding concern) or provider.

For advice SPOC will contact LA safeguarding named lead.

In relation to work with children and young people, and safeguarding children, the providers will adhere to the pan-London Safeguarding Children Procedures in line with the Working Together to Safeguard Children 2015 statutory guidance. In relation to work with vulnerable adults the provider will adhere to the London Safeguarding Adults' Procedures.

The Providers have a duty to protect adults with care and support needs, children and young service users from abuse, and have a responsibility to act on actual or

suspected cases of abuse with prompt, timely and appropriate action in line with statutory Pan-London policies and procedures for the safeguarding of adults and children.

The main safeguarding policies and procedures are contained in the Pan-London Procedures below. The Lambeth policies and procedures listed below are either not covered in detail by the London procedures, or are slightly adapted for the local Lambeth context. Providers should follow both Pan-London and local policies and procedures where required and appropriate:

Children (under 18 years)

- London Child Protection Procedures <http://www.londonscb.gov.uk/>
- Working Together to Safeguard Children - statutory guidance on inter-agency working to safeguard and promote the welfare of children.
<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

Adults (aged 18 years plus)

- This work is underpinned by the Care Act 2014
<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>
- Care and Support Statutory Guidance
<https://www.gov.uk/government/publications/care-act-statutory-guidance>
- Pan London Policy and Procedure
<https://londonadass.org.uk/safeguarding/review-of-the-pan-london-policy-and-procedures/>

In addition, each provider should have an internal operational policy to ensure implementation of appropriate safeguarding processes. These should incorporate the requirement to immediately bring to the attention of the safeguarding and commissioning teams any allegation, complaint or suspicion of abuse by or regarding any service user, whether the suspected abuser is employed by the provider, by the council or by any other person.

The providers must report safeguarding incidents or allegations to the appropriate local authority within 24 hours and must liaise with appropriate agencies including social work teams, police, and probation and health professionals in line with local procedure and at all times take necessary action to protect individuals (vulnerable adults and children at risk) from immediate and future harm.

St Giles Trust, Abianda and Safer London Foundation all have organisational Safeguarding leads and best practice policies and procedures. Client issues causing concern will be escalated internally and if considered serious, concerns will be passed to the Local Authority of the child's residence or Project SPOC for advice if unsure. Lower level concerns will be shared to the SPOC via the Intel Hub, ensuring that a picture of risk can be developed using all available information.

(517 words)

4.6 EOI Feedback (600 words)

5 Recommendations and how have been addressed:

1. Engaging and having discussions with Safer London to consider how the proposal can align with London Gang Exit.

Response - Safer London invited to and attended partner planning meetings from initial meeting 16th October 2017. Incorporated into planning process and full process agreed between lead provider (St Giles), Abianda and Safer London. Safer London supportive of project. Safer London will be funded to provide a LGE SPOC to ensure referrals from this project have the highest chance of acceptance and quick response mechanisms in place.

2. Greater detail needs to be agreed on role of the MPS, London CRC and YJB within this programme, and how that will be resourced.

Response – MPS lead for project had been allocated via Richard Smith. Agreed to be Tim Champion. Advice from MPS lead and Richard Smith re correct commands to incorporate. All potential involved commands invited partner planning meetings from initial meeting 16th October 2017. Trident, Organised Crime & Intelligence /Safeguarding Hub Leads invited and supported from outset. London CRC and YJB invited to and attended partner planning meetings from initial meeting 16th October 2017. Support project.

Provider Caseworking staff will work closely with all YOS, CRC and NPS responsible staff, ensuring they are fully informed of this project's involvement with their client; this will be based on the effective joint working that exists in borough based gangs units across London.

3. This will be requested from all proposals but it is essential that there is clear evidence that all boroughs have signed up to pan-London projects.

Response – All 32 boroughs provided written approval/sign up.

4. Far greater detail is required at the next stage on the 'rescue and response' aspect of the programme – we are concerned about the feasibility of a 24/7 response.

Response – This has been reviewed to take into consideration resource, cost and availability. The Out of Hours element has been costed and defined- it will be possible for partners to contact the project out of hours and staff will be available, though it is expected that this resource will not often need deploying, as most work with our clients is more effectively completed during normal working hours, when partner agencies are also open. The SGT county lines services in Kent and South Wales have not experienced demand for out-of-hours working so far, though rapid response during the working week has been needed. Also further detailed in section 4 & 5.

5. The outcomes need to be further developed with a particular focussing on person-centred outcomes and victimisation e.g. CSE.

Response – Outcomes have been reviewed and advise taken from VCS partners.
Increased victimisation outcomes detailed now. Review detailed in section 4.1.
(448 words)

Section 5. Delivery

| | 20% Effective Delivery (5 pages) We want to understand how you will deliver, promote and integrate your Proposed Project with existing provision in London (local and regional). We also want to ensure that robust evaluation mechanisms are in place to drive confidence in delivery. | Weighting 1-3 | Maximum Score |
|------------|---|--------------------------|--------------------------|
| 5.1 | Project Plan: Please provide a detailed project plan for your proposal (July 2018 – March 2021). This should include identification of key milestones, timescales. This plan should detail who and how partners (outside of the partnership). The project plan should also outline the duration of tasks and the resources required to ensure successful delivery. A project plan should be submitted using Excel, or Word. | 2 | 10 |
| | Maximum 4 pages | | |
| 5.2 | Risks and Contingency Arrangements: Please set out the risks to the successful delivery of your proposed Project and the contingency arrangements that will be put in place to mitigate these. It is critical within this section that you include dependencies for this proposal in relation to other services being delivery by Local Authorities, MOPAC or partners and highlight where there are potential risks to these which could impact on future delivery. | 2 | 10 |
| | Maximum 1 page | | |

5.1 Project Plan (2400 words)

This innovative and ground breaking project seeks to find solutions for young people caught up in county lines that have up until now been resistant to the offers made through existing agency structures.

The key aspects to this more effective approach are:

- Credible staff responding to clients quickly, with a plausible exit offer.
- Good intelligence that can inform the support work and enforcement.
- A holistic and gender sensitive approach that includes carers, siblings and others.
- Excellent partnership working across administrative boundaries.

An exploitative criminality that originates in London but manifests itself in a number of regional settings is by its nature hard to address:

- London services typically stay in borough, but have the gangs expertise
- Regional services are in the right place but lack an understanding of the motivations and pressures that affect the youngsters affected by county lines, both Londoners and local young people
- Regions lack a long term interest in Londoners, simply wanting to be rid of them
- Those who control young people will move them from one area to another, meaning any local response is lost and a new area has to start work with them
- Data collection is patchy, in different formats and is rarely used to inform ongoing work, other than by Trident

To address these needs we have drawn together a partnership of statutory and voluntary agencies with the aim of tackling the problem in a different way.

Eligibility and Expectations:

To be eligible for the service a young person will simply need to be from London and to be caught up in county lines. This simple criteria should help us attract referrals, as London borough gang teams can identify signs of county lines involvement, though often don't know much more, including where a young person is travelling to. We know our client group will be aged from as young as 12 up to early 20s, with the most common age being 15.

We expect cases to be complex and include:

- A young person who is resistant to help - sometimes because they believe they are choosing the lifestyle, sometimes through fear.
- Difficult family relationships - children may be Looked After, or with parents/ carers who are struggling to manage their behaviour.
- Young women and some young men who are being sexually abused and/ or sexually exploited.
- Violence - either threatened by those controlling the young person or from them to others, including family
- Risk - to the young person, their family, associates or others
- A number of agencies involved, usually poorly coordinated, with different interpretations of the presenting issues.

Our approach to each young person will be flexible and will be based on the belief that all engagement is positive, and building connections between agencies and those involved is an effective way of developing a support plan for the young person. A support plan that may not be able to start immediately but will be ready to swing into action when the time is right.

Our experience with young people involved in county lines is that they are rarely ready to engage at the point of referral, as they are so committed to the alternative view of the world that has been fostered by the people controlling them. What our providers say to them does go in, so that when the situation changes, either because the young person has processed what they have heard and decided to change or, more often, that a crisis of some sort has forced the young person to re-evaluate what they are doing; then there is a support package ready to be delivered, that includes agencies, family and the young person.

Typical actions on starting a case will include:

- 1) Attempting to engage with the young person, ideally face to face but by phone or social media if needed.
- 2) Engage with family/ carers- offering support.
- 3) Draw in all involved agencies and seek an agreement on what a way forward would look like. This is critical as there is often disagreement on fundamentals such as whether a young person should be treated as a victim or perpetrator

With some cases the first work will be at 2) and 3) as some young people are entirely resistant.

All cases will be reviewed regularly through the management and supervision structures, and also via the Intelligence Hubs. A pattern of meetings will be established to ensure the analysts are seen as part of the service delivery team, much as partner agencies are seen in a borough based integrated gangs unit. There will be formal reporting of risks and safeguarding concerns and a more informal flow of intelligence to the SPOCs analysts, with trusting relationships being encouraged between the Hubs Analysts, SPOCs and the caseworkers.

Experience with current county lines cases strongly suggests that the Intelligence Hubs will be ideally placed to uncover patterns of behaviour and offending, allowing better targeting of both support and enforcement. The Hubs will be in contact with borough leads, often in the police or community safety, who will also be feeding in information about what they are seeing locally. A recent case illustrates this well:

Case study:

A 15 year old from a London borough is assumed to be active on county lines but this has not yet been proven, and he denies it. The intelligence picture is building:

- *He was arrested in Swansea and released*
- *He was arrested in Cambridge and £500 was taken from him, but as he was not charged he is able to get this back*
- *A contact in the local authority in Newton Abbot thinks he has been arrested there, we are checking this*

If he had been arrested this many times by one police force the case would have moved much faster, as it is the client is still able to deny he is involved in anything

illegal or dangerous, he disrupts and threatens his family, doesn't engage well with caseworkers and appears to be approaching a crisis.

An effective intelligence Hub would make more connections of this sort, allowing more effective early intervention.

Building an unarguable case that the young person is involved in criminality is a powerful lever when seeking to move them towards positive change as staff can say clearly that they know what he is doing and know the likely consequences.

It is necessary for caseworkers to begin work before the full story is known, building a picture as work progresses, each family and young person worked with will be supported, and additionally information will be fed back to the Intel hub, to inform further targeted work.

Engaging clients will receive a holistic service aimed at achieving successful exploitation exit. The interventions will follow 'Maslow's Hierarchy of Needs Theory', starting with the immediate needs such as safety and shelter and moving through to positive alternatives to criminality via education, training and employment. Interventions may involve the whole family- siblings are often also at risk and sometimes relocation is appropriate.

Process and Delivery:

To prevent the service becoming clogged up there will be a proactive process of referral on to London services. Ideally this project will act as a bridge doing the initial engagement work to bring young people into services, addressing urgent needs, building a partnership response and then referring onwards. The main destination services will be:

- Borough based gang services – St Giles deliver these in: Brent, H&F, K&C, Westminster, Enfield, Islington, Hackney, Tower Hamlets, Newham, Bexley, Greenwich, Southwark and Lambeth.
- London Gang Exit – the project commissioned SPOC will ensure effective referrals into LGE, especially for those from boroughs without designated gangs teams

This project will keep a watching brief on all referred clients and will step in if the young person starts going missing again, as the project's ability to travel may be needed.

SGT and Abianda will recruit trained and experienced staff who have an understanding of this issue and client group. SGT's staff are predominantly former service users/ ex-offenders with personal experience of gang based criminality and at least a Level 3 in Information, Advice and Guidance; Abianda's staff are all senior practitioners with substantial experience of the client group who work alongside Abianda Peer Mentors to support engagement. Casework managers on both sides will link into the OT Project Manager weekly/fortnightly to review case management and Case workers will link with Project SPOCs/Analysts on a day to day basis. SGT and Abianda management will sit on the overall Project Delivery Board.

All delivery partners welcome a critical evaluation of their projects and have supported evaluations of other, similar work they deliver. This project is based both on the

practical learning gained through service delivery and the analysis that has come from evaluation. Examples are:

St Giles Trust – Evaluation of the SOS Gangs project, The Social Innovation Partnership 2014

http://site.stgilestrust.org.uk/project/uploads/user_files/files/SOS%20Gangs%20evaluation%20full%20report.pdf

Safer London Foundation – Evaluation of Empower project, Middlesex University 2016

<http://saferlondon.org.uk/wp-content/uploads/2016/06/Safer-London-Foundation-Report-Final.pdf>

Abianda – Evaluation of Abianda Approach, Dr Lisa Bostock 2015

This project will be governed by a “**Partnership Delivery Board**” which will be steered by the two main leads, with support from the 4 area based leads and serviced by a Project Manager that will be recruited who will also aid the management of expectations for the project and stakeholders.

1. Rescue & Response include (third sector consortium):

- **St Giles** – In 13 London boroughs providing specialist gang exit service and piloting County Lines support services in South Wales and Kent. Will utilise lessons learnt from pilots. Opportunity to link Peer Advice Programme to this project, as well as specialist knowledge to develop required training for professionals. SGT has developed links to most areas where London young people are engaged in county lines, and all areas contacted as part of a Home Office funded Scoping Exercise have said they would welcome a case working service.
- **Abianda** - A track record of working effectively with young women affected by gangs. To apply specialist knowledge and practice to respond to the growing number of young women involved in county line activity and the associated violence and vulnerabilities. Will input specialist knowledge on girls and gangs into training and intelligence mapping for tasking.
- **Safer London** – working pan London delivering the London Gang Exit programme, and other interventions for gang affected young people. A SPOC in LGE will ensure good access to the LGE caseworking service, particularly important for those from boroughs without gangs teams, as well as the specialist offers such as mental health support that may be relevant to any young person.

See Diagram B for more information.

2. Intelligence Development:

- Recruitment of four intelligence analysts and four Coordination SPOCs who will use information from the MPS, regional forces, third sector and local authorities to develop peer group network analysis of known high risk children.
- Link/align and collaborate with MPS Safeguarding and Central Intelligence hubs.

- Coordination SPOCs to lead on partner collaboration ensuring interventions and statutory partners are interlinked for each area to enable a 'Team around the Network' to form.
- Other connected vulnerable children will then also be identified for proactive targeting and task for intervention.
- Network analysis to further allow strategic trends and patterns to be identified utilising intelligence gained from partners organisations, shared data and social media proactive intelligence.
- **Milestones** – to include end point of strategic needs analysis compiled for London based on intel and evidence. Increase in the number of young and vulnerable people being identified as involved in county lines, with increasing referrals to local safeguarding and support services

3. Breaking the Cycle:

- Third sector consortium linking in with local/regional services to provide continual learning from the project and training to upskill front line practitioners.
- Working with Local MPS, Trident, NCA to disrupt the criminal networks, positively enforcing those driving these networks, supporting those caught up in the activity and diverting those on the cusp of involvement.
- Local borough policing and specialist units will benefit from the analytical products, third sector intelligence and prevention work in schools for professionals and attend local forums for briefings. Local borough commanders, safeguarding leads and partners supportive of this model.
- **Milestones** – 400 professionals to receive a training input by the end of the project, 100 in Year 1 and 150 in years 2 and 3

An internet based case management system will be utilised for real time information sharing via one portal system.

(2031 words)

5.2 Risks and Contingency Arrangements (600 words)

| Priority | Risk Identified | Risk Owner | Risk Management Strategy – How will you mitigate this risk |
|-----------------|---|---|---|
| 1. | High safeguarding issues identified by Providers. | Lead Provider, St Giles Trust/ Lead LA | Effective safeguarding policies and procedures in place for providers, frequently linking in with Project Borough SPOCs to review priority cases. Project Borough SPOCs will have named lead safeguarding link and referral process for all 32 LAs before the project implementation start date should any priority issues arise. |
| 2. | Start date of project delayed due to Commissioning delays | MOPAC/ Lead LA | Commissioning passed to MOPAC to mitigate Local Procedural delays. Project plans and implementation plans in place to ensure providers are ready for contract agreement sign off. |
| 3. | Start date of project delayed due to Recruitment delaying | Lead LA | Lead Recruitment Local Authority creating JD's for recruitment as soon as bid declared successful, before grant agreement signed as does not cost money to create JDs. Would ensure months ahead for recruitment process to start asap, with pre-built in timetable for recruitment process ready to start process. |
| 4. | Provider delivery issues | Lead Provider, St Giles Trust | Provider contract risk management plan in place to ensure effective delivery and business continuity procedures in place. |
| 5. | Analyst/SPOC/Manager delivery issues | Lead LA | Job performance will be monitored by the recruitment Lead LA in line with employee policy and procedures. Any performance issues will be dealt with in accordance with such policies, any planned/unplanned leave periods will be covered by the project team and where required Lead LAs to provide min support to ensure continual project operation. |

| | | | |
|-----------|---|----------------------|--|
| 6. | Wider Partnership buy-in | Lead LA/ Provider | Recruited Project Manager and Borough SPOCs will meet with all LAs and stakeholders before project implementation date to ensure all are aware of project and multi-agency plans in place. Through bid development stage, Lead LAs have already started buy-in process. |
| 7. | Local Authorities dealing with referrals from the project inconsistently. | Lead LA | Recruited Project Manager and Borough SPOCs will meet with all LAs before project implementation date to ensure named YOS, Community Safety and Safeguarding leads are established. Project referral and process documentation will also be created and released to all LAs for guidance. Training will be promoted to all LAs within 'Breaking the Cycle' element of project. |
| 8. | Increased uptake of provision above resourcing capacity | Lead LA | Ensure effective contract management structure and meetings in place to monitor uptake and provision capacity. Inform MOPAC and all partners if nearing full capacity mark. Review referral criteria and prioritise. |
| 9. | Further funding for the project to continue following 3 years MOPAC funding not secured. Recruited project employees have employee rights for continual employment. | Lead LA | Costed in potential redundancy costs into overall required funding costs to ensure this eventuality would be covered. These funds would not be claimed if not required. |

(472 words)

Section 6. Impact

| | | | |
|-----|---|---|----|
| | <p>30% Impact – Total 5 pages We want to understand the potential impact of your Proposal and how this will be evaluated.</p> | | |
| 6.1 | <p>Evidence Base:</p> <p>Please set out why your project is needed and the evidence base for your proposed approach. This must be specific to your project and the locality and include a combination of qualitative and quantitative evidence. This needs to be set out as a clear narrative and not just a list of potential evidence.</p> <p>Please ensure you consider and address the following points in your response:</p> <p>What is the problem your project will address?</p> <ul style="list-style-type: none"> ✓ When/ where/ what is the problem/ current situation that your project will address? ✓ Who is affected, how often and how are they affected? ✓ Have you considered the drivers, cause or symptoms and what are they? <p>What is the evidence base?</p> <ul style="list-style-type: none"> ✓ Who else has encountered and solved a similar problem? ✓ How did they go about solving it? What was their learning? ✓ Were they successful? <p>Based on your evidence can you describe why your approach detailed in Question 4.1 ought to work?</p> | 2 | 10 |
| | <p>Maximum 2 pages</p> | | |
| 6.2 | <p>Logic Model:</p> | 1 | 5 |

| | | | |
|------------|--|----------|-----------|
| | Please complete a logic model for your Proposal using the template in Appendix C. This must include SMART Outcomes. | | |
| | Maximum 2 pages | | |
| 6.3 | <p>Monitoring and Evaluation:</p> <p>What we learn about the issues the funding addresses and the approaches taken has immense value. We will use what we learn to build knowledge of the issues, inform future decision making and ensure future commissioning is effective. Evaluation of individual funded projects and the Co-commissioning fund will support this process.</p> <p>Please explain how your proposal will be regularly monitored and evaluated. This should reference clearly with how this will be resourced.</p> | 3 | 15 |
| | Maximum 2 pages | | |

6.1 Evidence Base (1200 words)

Every London borough is experiencing the tragic impact of the exploitation of young people by organised criminals. The NCA² assessed that gangs & OCNs utilise vulnerable children because they are inexpensive to employ and easy to control.

This project is addressing the following gaps in current provision:

- Almost no support services with the flexibility to effectively work with young people from London who are caught up in county lines.
- Detailed analytical overview across London to identify those most in need of intervention.
- Development of the “Team around the Network” approach across borders rather than solely individual focused.
- A greater understanding of how county lines, CSE, missing and gang related offending is interrelated across London.
- A greater understanding of the extent to which young women and girls are involved with, or affected by, county line activity.
- Consistent approach to work force training and development for front line practitioners working with vulnerable young people at risk of or victim to exploitation.
- Promoting related Modern Day Slavery legislation and the National Referral Mechanism as tools to help practitioners, feeding in project learning.
- Closing the gap and increasing service collaboration in service provision delivered by the third and statutory sector.

The NCA recognise that for children reported missing, known to social care, attending an alternative school provision, a frequent absentee or living in a gang affected area, the risk of exploitation is high². It is conceivable that gang members also use county line drug dealing as an opportunity to also target young females for sexual exploitation². Most Home Office Gang peer reviews in London have evaluated that County Lines were an issue in all boroughs.

Met data shows that there is currently 3777 (01.08.17) gang affected people on the matrix. Young people under 25yrs make up 80% of the whole gang matrix whilst those 18yrs and under make up more than 20%. It is identified that 15-16yrs is the most common age of being exploited for county lines¹. Lewisham have been using the SaVvy matrix and a Missing, exploited and trafficked (MET) approach which considers the multiple risk, harm and vulnerabilities to focus partnership work. Based on the Lewisham figures it is guesstimated that there would be approximately more like 5400 people across London engaged with exploitation activities linked to organised crime and drug networks. This highlights a numerical difference between the MPS matrix and the SaVvy in terms of agencies focusing on different indicators. This is further supported by Safer London Foundation figures who suggest that over 4000 young people they are working with show as having risk indicators for being ‘exploited’ by a form of criminal network in London.

² NCA National Briefing Report: County Lines Gang Violence, Exploitation & Drug Supply 2016

¹ Home Office: Criminal Exploitation of children and vulnerable adults: County Lines guidance

It remains a challenge to provide accurate figures for the number of children being exploited². Children that meet multiple risk indicators are the starting point for any current intervention however we are aware that further network analysis to identify other children at risk is often not progressed or avoided due to multiple agency/borough involvement. Further indicators highlighting the scale of the issue include NCA data from their most recent assessment (2017) whereby 38 out of 42 Police forces across the UK stated they had a problem with county lines with the majority confirming line links to London. The NCA are currently aware of around 720 county lines across the UK, with 283 originating from London. Indicators from this new NCA assessment suggest that 65% of those regions reporting to have county lines have issues with the exploitation of children within these activities, 35% of the regions also reported related sexual exploitation and 21% reported related sexual violence. This highlights the link of criminal exploitation with child exploitation and child sexual exploitation, with figures that can only be seen as a starting figure to try and understand the scale of the issue.

Vulnerable young people (Under 25yrs) living across all 32 London Boroughs who are at risk or actually being exploited by criminal networks through drug dealing (cross border) and other organised crime. St Giles have already completed some pilot work to aid our project success and to evidence further the need. County lines support services in South Wales and Kent (Home Office funded) have been running for some months now and the emerging findings are:

- The level of need is high - referrals have complex needs, involvement of multiple agencies and high risk concerns.
- Agencies outside London have welcomed SGT's support around these issues as they recognise their own lack of expertise, are beginning to recognise that enforcement is not appropriate for many young people and are keen to embrace an alternative.
- Information about county lines tends to be held by a range of agencies and is not brought together in most areas, meaning the new service will need excellent cross agency communication skills.
- All London boroughs report substantial numbers of young people going on county lines, but few are clear where their young people are going, and know that it can quickly change.
- SGT has had difficulty attracting referrals of Londoners to the services, it is hoped that this service will not have the same issues as the area the young person is going to won't be an issue for the referrer.
- Scoping work with areas outside London indicates that there is a huge willingness to engage with specialist gangs' provision from London, and a casework service is considered essential to successful interventions.

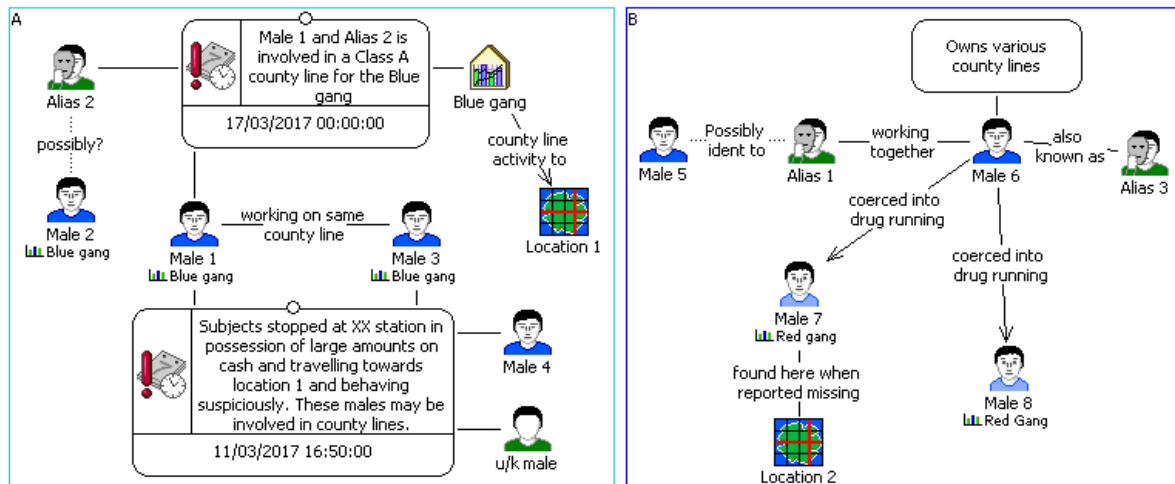
Practitioners currently struggle to manage young people who have been exploited due to the absence of tangible support and expertise. They will benefit from a better intelligence picture and from direct support and training from expert practitioners from the third sector. Better risk assessments and joint work cross border.

This project will better identify vulnerable young people which services are more to often not focusing their intervention on due to resource/capacity/information sharing and operational issues. The Home Office recognise that county lines is a harm which is relatively little known about or recognised by those best placed to spot its potential

victims¹. The project aims for proactive prevention intervention following intelligence sharing.

An example below (Diagram C) of how intelligence network analysis can help to identify other vulnerable young people at risk/entrenched in exploitation:

Diagram C:



Project Need through evidence basis directly links to 3 of the top 5 priorities of the Police and Crime Plan:

- Keeping children and young people safe
- Tackling Violence Against Women and Girls
- A better police service for London

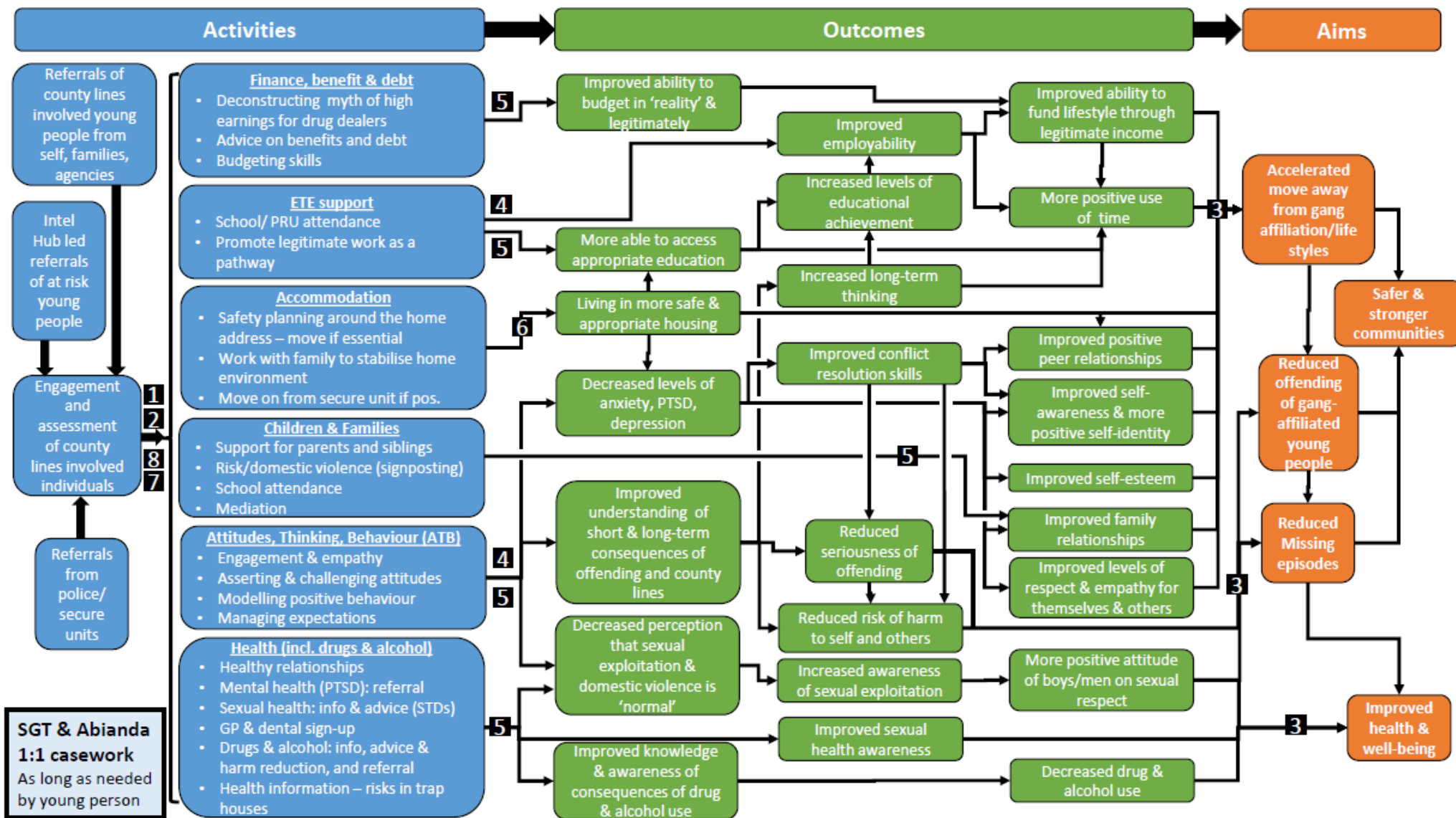
(1068 words)

6.2 Logic Model (1200 words)

Rescue and Response Logic Model - Assumptions

1. Co-location of St Giles Trust, Abianda and the two Hubs workers' allows for effective collaboration between the delivery partners.
2. Young people perceive caseworkers as credible.
3. 1:1 relationship between young people and caseworkers allows for ongoing challenging of negative behaviours.
4. Young people feel rewarded for small steps.
5. Young people are willing to change their attitudes & behaviours.
6. Improved housing/ family environment is available for the young people.
7. Caseworkers are competent, knowledgeable about the system & motivated to effect positive change.
8. Appropriate selection of young people most in need of support.

See Logic Model below:



6.3 Monitoring and Evaluation (1200 words)

Monitoring:

Service delivery and contract monitoring completed by service manager. To ensure effective outcomes and delivery process adequate. Will report into Delivery board for review. Delivery Board will meet monthly for first 6 months, moving to quarterly post 6months if appropriate.

Evaluation:

The main element of the project evaluation would be conducted by the Contextual Safeguarding team at the University of Bedfordshire who are based in their International Centre: Researching Child Sexual Exploitation, Trafficking and Violence. The team have a track record of researching, and developing practice responses to, issues which compromise the safety and well-being of young people – particularly those which are extra-familial. They will draw upon: their knowledge of London responses to extra-familial risk (gathered through audits of local practices in 12 London boroughs over the past three years); learning they are building through the contextual safeguarding network and London safeguarding adolescents steering group; and their knowledge of international research in the field of safeguarding young people and vulnerable adults to design and deliver this evaluation plan.

Evaluation Objectives:

It is our view that the evaluation should be targeted at particular components of the project (in the context of the wider brief)¹. As such the objectives of the evaluation would be to:

- Identify the mechanisms for achieving a ‘Team around the Network’ model – from prevention, through to identification, disruption and where required ‘rescue’.
- Identify the critical elements of ‘teachable moment’ practices for young people affected by County Lines – and how best to identify and utilise them
- Assess the relationship between the activity of hubs and the ‘breaking the cycle activities’ as a means of preventing the exploitation of young people who access/or are part of identified hotspots/networks (such as peer groups, education provisions, care homes etc.)
- Explore the ability of the model to leverage improved safeguarding responses to children and vulnerable adults (under-25) who are impacted by county lines
- Assess whether the model increases practitioner awareness of the vulnerability of those affected by county lines (linked to identified outcomes related to increase referrals into family support, social care etc.)
- Better understand the nature, and impact, of county lines activity across London
- Evidence the impact that county lines, and the interventions offered, have the young people and families’ sense of safety
- Feed iterative learning from the evaluation into the development of the model and in particular the content of training materials and policy briefings used during the project

¹ Some of the outcomes listed can be captured by monitoring frameworks already embedded into the work and therefore won’t need additional oversight by the research team.

- Identify opportunities to sustain, develop or enhance delivery of the model beyond the lifespan of the project

Evaluation Methodology:

The evaluation team will draw upon situational crime prevention and ecological theories of human development when using contextual safeguarding theory to design the evaluation. Through a contextual safeguarding lens they will analyse prevention, identification, intervention and recovery across contexts as well as individuals – and therefore best capture the ‘team around the network’ element of the model. A mixed-methods approach would be used including:

- Narrative review of safety plans, action logs and de-briefs
- A minimum of three contextual case reviews (which can be turned into training activities to be used during the project)
- Embedding research staff into the hubs to conduct practitioner observation and co-create products with analysts using ‘side-by-side’ learning techniques
- Follow-up semi-structured interviews with a sample of participants who engage with awareness-raising activities and a tracking of the context that they are in (i.e. a school or youth club)
- Telephone semi-structured interviews with practitioners involved in the management of cases

The overall budget for this evaluation is £100,000 over three years. Given the proposed methodology and objectives we would propose a staffing model as follows:

| Role |
|---|
| 1. Principal Investigator: Dr Carlene Firmin, Principal Research Fellow |
| 2. Research Fellow |
| 3. Research Assistant |

Outputs:

Evaluators would produce annual ‘project briefings’ to share emerging learning from the project. At the close of the evaluation we would aim to publish a series of ‘thematic briefings’ to share the themes of the evaluation with practitioners, policymakers and commissioners, in addition to producing other accessible and practical resources to sustain the impact of the model beyond the life of the project.

This evaluation would help the project team look into further funding sources from year 2 through both qualitative data via the University of Bedfordshire as above and quantitative evaluation through overarching strategic needs assessment created by the analysis team over the 3 year period.

Quantitative Additional Evaluation:

The intelligence gained from this project will be fed in to create a Strategic Needs Assessment, outlining the extent and scale of the issue affecting London and the surrounding counties. The scale of the issues is currently unknown meaning there is a lack of an evidence base to command the resource investment it is believed this area warrants. This information will hopefully help gain further funding and insight to help further reduce and eradicate ongoing criminal exploitation of young people.

(797 words)

Section 7. Value for Money

| | | | |
|-----|---|---|----|
| | 10% Value for Money – Total 1 page | | |
| 7.1 | <p>Please provide details of the funding and costs of your proposed project by completed the tables set out in Appendix E.</p> <p>It is essential there is an easy read across within your application to what the programme will do and what funding is required. You also need to clearly account for spend, for example programme management costs and how they relate to successful delivery.</p> <p>Your financial arrangements need to be coherent and always relate directly to the project. We strongly suggest that information provided is drafted specifically for this application and that you do not cut and paste information from other sources – unless it absolutely clear on how it relates.</p> | 2 | 10 |
| | Maximum 2 pages | | |

See Appendix E

Section 8. Checklist

| Number | Name of document | Have you answered or included? |
|--------|--|--------------------------------|
| 1 | Cover Sheet - completed | Yes / No |
| 2 | About your partners - completed | Yes / No |
| 3 | Your proposal - completed | Yes / No |
| 4 | Implementation – completed every question and within page limit. | Yes / No |
| 5 | Delivery - – completed every question and within page limit. | Yes / No |
| 6 | Impact – completed every question and within page limit. | Yes / No |
| 7 | Value for Money - – completed every question and within page limit. | Yes / No |
| 8 | Checklist | Yes / No |
| 9 | Statement of compliance | Yes / No |
| | <i>Have you attached</i> | |
| 10 | Written confirmation of support from partners and Local authorities – attached | Yes / No |
| 11 | Risk Register | Yes / No |
| 12 | Project Plan mobilisation | Yes / No |
| 13 | Project Plan - delivery | Yes / No |
| 14 | Logic Model | Yes / No |
| 15 | Funding and Costs | Yes / No |

Section 9. – Statement of compliance

Please confirm your acceptance of the following funding criteria:

| | |
|--|----------|
| Local Authorities in which the project will operate have been consulted and support the project and have provided | Yes / No |
| The performance of the project will be measured using the appropriate indicators of the PCP performance framework. | Yes / No |
| I agree to abide by the minimum standards, unless an exception is agreed with MOPAC and documented as part of the grant agreement | Yes / No |
| In developing this proposal I have had due regard to the equality and diversity implications of using this funding for the proposed purposes. | Yes / No |
| I agree to provide data to MOPAC's Evidence and Insight team in order to assess the impact of the commissioned services. | Yes / No |
| This funding will not be used to fund the Metropolitan police or buy police officers. | Yes / No |
| This funding will not be used for capital purchases above a value of £1,000 (anything greater than this value will require prior approval from MOPAC). | Yes / No |
| No management costs exceed 10% of the total funding allocation and they relate directly to the delivery of the project. | Yes / No |
| This funding will not be used for party-political or religious purposes. | Yes / No |
| I will abide by standard financial practices and submit details of spend each quarter and provide an annual return for each year of the fund. | Yes / No |
| I commit to ensure MOPAC is updated as soon as possible on new information on the delivery of a programme or project. | Yes / No |
| I commit to keep MOPAC updated on changes to and the match funding arrangements. | Yes / No |
| MOPAC reserves the right to conduct an audit of any partners in recipients of this grant. | Yes / No |
| All unspent funding to be returned to MOPAC. | Yes / No |

I **Karina Wane** and **Geeta Subramaniam** confirm I have the authority to put forward this expression of interest to the London Crime Prevention Fund co-commissioning fund on behalf of **organisations and partners detailed in section 2.**