

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

NatCen Social Research
REDACTED

Dear Sirs,

Letter of Appointment

CCSN18A21 Independent Evaluation of Police Interventions tackling Vulnerability and/or Violent Crime: LOT1.

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 11th February 2019.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	To be provided post Contract Award
From:	The College of Policing Limited ("The Customer") REDACTED
To:	NatCen Social Research ("Supplier") REDACTED

Effective Date:	11 th February 2019
Expiry Date:	<p>End date no later than 31st March 2020</p> <p>The contract will be split into two phases. Phase one will commence on the 11th February 2019 and will be completed by the 29th March 2019. Milestones 1, 2, & 3 will need to be completed within this timeframe for LOT 1. Notification will be provided during the first week of April 2019 whether Phase 2 will be contracted for. There is no guarantee that the Customer will proceed to Phase 2 and will notify you no later than the 8th April 2019 if it wishes to progress to the next phase.</p> <p>End date of Maximum Extension Period: There is no option to extend this contact</p>

	Minimum written notice to Supplier in respect of extension: Not Applicable
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Services required:	<p>Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by; the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B; and Annex C Price Schedule.</p> <p>This is for the provision of Lot 1 only.</p>
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Key Individuals:	<p>Customer Key Contacts:</p> <p>REDACTED</p> <p>Supplier Key Contacts:</p> <p>REDACTED</p>
[Guarantor(s)]	Not Applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The contract will be split into two phases:</p> <ul style="list-style-type: none"> Phase one will commence on the 11th February 2019 and will be completed by the 29th March 2019. Milestones 1, 2, & 3 will need to be completed within this timeframe for Lot 1. Notification will be provided during the first week of April 2019 whether Phase 2 will be contracted for. There is no guarantee that the Authority will proceed to Phase 2 and will notify you no later than the 8th April 2019 if it wishes to progress to the next phase.
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	<p>Subject to the above the Total Value of the Contract will not exceed £408,112.75. The contract awarded is for the provision of Lot 1 only of the Specification outlined in Annex A.</p> <p>Contract Period is from 11th February 2019 and will expire no later than 31st March 2020.</p>
Insurance Requirements	No additional insurance requirements other than those set at RM6018 Research Marketplace level
Customer billing address for invoicing:	Invoices shall be e-mailed to: REDACTED .
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	<p>The Intellectual Property Rights clauses at – Annex A - section16 will take precedence over those set out within Attachment 5 – Terms and Conditions of Contract.</p> <p>Schedule 7 - Processing, Personal Data and Data Subjects details the Customers specific GDPR requirements.</p> <p>Schedule 8 – Additional Clauses, includes the Customers specific Security requirements</p>

FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title: REDACTED

Name and Title: REDACTED

Signature: REDACTED

Date: 06/03/2019

Signature: REDACTED

Date: 01/3/2019

ANNEX A

Customer Project Specification

1. PURPOSE

- 1.1 The College of Policing Ltd (The College/The Authority) require a Supplier to provide evaluation services.
- 12 The Authority wishes to engage a number of independent evaluators to scope, design and deliver evaluations of specified policing interventions that are either fully or partially implemented, or planned to be delivered imminently. The research should include both impact and process evaluation to identify whether interventions are effective and to provide an evidence base for knowledge sharing across police forces in England and Wales.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 21 The College is a professional body for everyone working in policing in England and Wales. Further information on the College can be found at: <http://www.college.police.uk/Pages/Home.aspx>
- 22 The College has five core objectives:
- Set standards of professional practice;
 - Identify, develop and promote good practice based on evidence;
 - Support the professional development of those working in policing;
 - Support police forces and other organisations to work together to protect the public and prevent crime;
 - Identify, develop and promote ethics, values and standards of integrity.
- 23 The College's aim is to improve policing and to work with academics and others to build the evidence base in policing to identify evidence of 'what works'. The College aims to work collaboratively, not just within policing but also with other law enforcement agencies, academia, with public sector partners and with the private and third sectors.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 31 The Authority wants to understand the effectiveness of different interventions designed to tackle crime related to vulnerability or serious violence; to support evidence-based decision making in these areas. The Authority has been awarded funding from the Home Office Police Transformation Fund (PTF) to develop the evidence base and support key knowledge sharing across the police service. <https://whatworks.college.police.uk/Pages/default.aspx>
- 32 The Authority wishes to understand which approaches are best for tackling vulnerability and/or violent crime, the Authority intends to evaluate different policing interventions, either preventative or reactive, across England and Wales. These evaluations will test 'what works', for whom and in what circumstances. The evaluations will include both impact and process evaluations to ensure the Authority can measure their overall effect, and also have a good understanding of the local context and how interventions are implemented.

- 33 There has been an historic lack of national coordination in the development, evaluation and implementation of promising practices related to vulnerability and serious violent crime. Forces are currently implementing a range of interventions with limited evidence of effectiveness and with minimal sharing of learning. There is limited evidence on what works available to support Police and Crime Commissioners (PCCs) commissioning services in local force areas, and there is disconnect in the knowledge and practice observed between local, regional and national responses.
- 34 The objective of this programme of work is to evaluate which interventions currently being tried by forces have a causal impact on outcomes, to understand effective practice in this area and share learning across forces, enabling effective resourcing decisions to improve outcomes for the public.
- 35 Forces across England and Wales were asked to submit examples of their current practice to the programme. Received submissions were subject to a series of shortlisting exercises to determine which interventions, a minimum of five tackling vulnerability and five serious violence, would be suitable to take forward to evaluation. The shortlisting involved the following selection criteria:
- Current policing operational priority
 - Policing operational usefulness
 - Innovation of the intervention
 - Level of harm addressed
 - Scale of threat addressed
 - Amenability to evaluation
 - Ability to be evaluated within the timescales of the programme
 - Ethically viable
- 36 Additional activity will complement the programme of work making use of the call for practice submissions not taken forward to evaluation during this process (i.e. the development of a national practice map illustrating the different interventions used across different police forces).
- 37 Interim findings and overall outcomes from the evaluations will be used to build the evidence base and produce knowledge for sharing within Policing.
- 38 The evidence base will be used to support policing activity; assisting the delivery of the Policing Vision 2025.

4. DEFINITIONS

Expression or Acronym	Definition
CoP, The College, The Authority (Customer)	The College of Policing Ltd. The Authority (Customer) asking for this item of work to be completed on behalf of the Home Office Police Transformation Fund.
VVCP	The Vulnerability and Violent Crime Programme. Which is the overall programme of work that the evaluations will contribute to.
PTF	The Police Transformation Fund, which is the funding available to the CoP to conduct the work in accordance with the terms set out in the grant agreement.
PCCs	Police and Crime Commissioners
EEF	Education Endowment Foundation

5. SCOPE OF REQUIREMENT

- 51 To scope, design and carry out evaluations of a specific policing intervention relating to Lot 1, Serious Violence (Gangs and Youth Violence) as detailed below. The requirement shall be delivered within the timescales set out in Section 7 of this document, Key Milestones and Deliverables.
- 52 The Case Studies for Lot 1 are outlined in Annex D of this document.

Name	Topic	Location	Guideline Budget Phase 1	Guideline Budget Phase 2
LOT 1 – Serious Violence (Gangs and Youth Violence)				
CitySafe	CSA/CSE, Missing Persons, Knife Crime, County Lines, Gangs	South East England	£200,000	£200,000-£400,000
Op Divan	Knife Crime, County Lines	North Yorkshire & South East England		

DIVERT	Knife Crime, Gangs, Vulnerable Adults at Risk	South East England		
CIRV	Gangs	Midlands		

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- 53 The requirement outlined in Section 5 and 6 of this document will be split into two Phases;
- 5.2.1 **Phase 1** – initial engagement and research development i.e. you will create a theory of change and understand what information is available for evaluation. This is only a short piece that will need to be completed by 18th March 2019 (see Milestones 1 -3 of Section 7).
- 5.2.2 **Phase 2** – to undertake the work identified within Phase 1. This part of the project will need to be completed by the end of March 2020 (see Milestones 4-10 of Section 7).
- 5.3 It is expected that the results of the evaluations will enable insights to be generated on the following:
- Effect – whether the intervention had a causal impact on specified outcomes. Did it work?
 - Mechanism – what it is about the intervention that could explain any effect.
 - Moderator – the circumstances and contexts in which the intervention is likely (or unlikely) to work.
 - Implementation – the conditions that should be considered when implementing the intervention.
 - Economic cost – costs associated with the intervention, both direct and indirect and whether they is any evidence of cost benefit.
- 5.3.1 The evaluations will need to be designed to understand both the process and impact elements of successful delivery of the intervention.
- 5.3.2 The Successful Supplier must consider and feedback whether the intervention could be adapted for use in other circumstances, or environments (for instance in other police forces).
- 5.4 To achieve the aim above the Successful Supplier must undertake the following activities:
- 5.4.1 Work closely with the College and the provider of the intervention (the third party – Force) to design the delivery and evaluation of the intervention that enable statements of causal impact to be made but that are practical to deliver in a policing setting,
- 5.4.2 Use a rigorous design that establishes a counter-factual.
- 5.4.3 Publish details of the agreed evaluation approach on the College of Policing Research Map.

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- 5.4.4 Identify and agree appropriate outcome measures for each evaluation in consultation with the force and the College and the force.
 - 5.4.5 Conduct process and implementation evaluations that enable a better understanding of each intervention including implementation issues, theory of change and unintended consequences;
 - 5.4.6 Produce a report for the College, which will be the first publication of the results of the evaluation that encompasses both outcomes and implementation of the specified intervention. The reports are reviewed internally by College researchers and reviewed by external peer reviewers.
 - 5.4.7 The Authority will ensure initial scoping has taken place with the third party (Force) to confirm that they do or can collect, record and store relevant output and outcomes data for the project. Broad agreements will be in place with the third party (Force) regarding their commitment to anonymous data-sharing and facilitation of communication and access to relevant data sources or participants. Suppliers will be required to discuss and agree with the force how personal and sensitive data will be appropriately safeguarded, including options for anonymisation/pseudonymisation and terms of access to data, sites, information, personnel, and other associated parties during the life of the research.

6. THE REQUIREMENT

61 Deliverables

Planning

- 6.1.1 Following contract award, a set-up meeting will need to be held between the Successful Supplier, the third party (Force), the Authority, and other key stakeholders in order to initiate the project and build relationships. The aim of the set up meeting is to understand fully what is being evaluated and agree the broad approach to the evaluation, including aspects of the evaluation that will influence the way in which the intervention is delivered. It is likely that subsequent meetings will need to take place between the Successful Supplier and the Authority to discuss and agree a more detailed evaluation approach, including selection of the counterfactual, data collection, implementation and process evaluation; within one week of the contract award.
- 6.1.2 As part of the set-up meetings, discussions and agreement will need to be reached between the Successful Supplier and the third party (Forces) on the availability and quality of existing data on outputs and outcomes from the intervention; the requirement for any new data collection to be put in place.

Developing any required measures or metrics currently in place.

- 6.1.3 Negotiating the process for gaining access to intervention participants for data collection activities where required, in accordance with the provided guidance between the Successful Supplier and the third party (Force), ensuring the provision of anonymised or pseudonymised information.
- 6.1.4 Data must be collected, stored, shared in line with GDPR requirements. See Schedule 7 within Attachment 5 - Terms and Conditions of Contract.
- 6.1.5 The Successful Supplier will maintain close contact with the third party (force) to ensure that the intervention is being implemented as planned to support the evaluation design. It is expected that the Successful Suppliers will support the third party (force) to overcome any implementation challenges as required.

Theory of Change Model/Logic Model & Measures

- 6.1.6 The supplier will deliver a fully developed theory of change. The theory of change shall be used to inform the design and delivery of the evaluation, ensuring relevant data is collected and analysed, and to advance understanding around the pathways through which the intervention leads to any observed outcomes.

6.2 Research design

- 6.2.1 The Successful Supplier will agree the final research design with the third party and the Authority. The design must include the establishment of an appropriate counter-factual to enable statements of causal impact to be made. The rationale and approach to selection of the counter-factual should be documented and if randomisation is being used the procedure should be fully explained in the documented evaluation approach. The supplier will be responsible for conducting power calculations and agreeing the target and minimum sample size. Where Potential Providers consider that required sample sizes cannot be met in the time available alternative methods for evaluation can be proposed with a clear articulation of the types of conclusions that will be able to be made based on the level of evidence established; this will be required by the end of Phase 1 (29/03/2019).
- 6.2.2 Outcome measures and the method of their collection shall be determined by the Successful Supplier in collaboration with the third

party and the Authority. It maybe that interim outcomes/indicators will need to be identified and measured should the timescales of the evaluation preclude the delivery of the final intended outcome. Where possible, existing data sources should be used for measuring outcomes, to ensure burdens on the third party are minimal but it is recognised that this may not always be feasible. If new data needs to be collected, a clear set of requirements will be developed by the Supplier.

6.2.3 In developing the implementation and process evaluation should consider:

- Availability of respondents for interviews/ focus groups, and risks relating to dropout which might affect any conclusions that can be drawn (where follow-up data collection is adopted);
- Ability to provide insight into implementation requirements and mechanisms;
- Any safeguarding issues where relevant (for the Supplier and participants). Appropriate mitigations should be developed in discussion with the third party (Force(s)).
- Having a suitable protocol in place that deals with sensitive information that could be volunteered by participants that may be of concern to the Force or other statutory agency.

Analysis

6.2.4 A detailed statistical analysis plan shall be prepared prior to the analysis being undertaken. Appropriate descriptive and inferential statistics should be used, with significance testing, confidence intervals and calculation of effect sizes.

6.2.5 A fully labelled electronic data file (in Microsoft Excel or SPSS format) must be supplied consisting of the complete and anonymised data, which can be used by the Authority to carry out verification of any analyses. This must be securely transferred to the Authority no later than when the final report is submitted.

6.2.6 Qualitative data should be analysed and reported on using appropriate techniques, including the use of quotes to illustrate points being made.

6.3 Report Writing

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- 6.3.1 The Supplier will summarise the findings from the evaluation in a summary report. Drafts and final versions of the report must be error-free, and written in plain English suitable for practitioner audiences. It should be of publishable quality.
- 6.3.2 The Supplier must work closely with the Authority to ensure that style, content and formatting of the summary report are appropriate for the Authority's audience. Examples can be found here <https://whatworks.college.police.uk/Research/Pages/Published.aspx>
- 6.3.3 Each report should, as a minimum, incorporate the following into a coherent narrative of the evaluation study and findings:
- Full reporting on the methods used and the data collected, including reference to overall data quality and details of any challenges or limitations in the delivery of the evaluation (study limitations);
 - A description of the theory of change illustrating clear inputs, activities, outputs and outcomes – the objectives the intervention set out to achieve, and whether these were actually achieved following a period of implementation;
 - Outputs as figures (i.e. how many people experienced the intervention; levels of offending pre and post-intervention, etc.);
 - Clearly presented outcome data couple with suitable commentary and discussion of findings. Any graphs and tables should be fully labelled, titled and annotated so that they could be read and understood out of the context of the report if necessary (e.g. excerpted on to a slide for a presentation);
 - Short illustrative quotes to evidence common themes identified in the qualitative data;
 - Clear conclusions and implications, within the limits of the method employed;
 - Appendices detailed the content of the research materials (e.g. discussion guides/survey questions);
 - Technical appendices that give enough detail that the evaluation process could be replicated if necessary.

Post Report Submission

- 6.3.4 A final presentation and question/answer session must be attended during February 2020 in order to communicate overall findings, implications and offer feedback to the programme board. This session will also allow key stakeholders the opportunity to question or clarify elements of the final report.
- 6.3.5 An in-person attendance at a group event post-March 2020 to present evaluation findings to a larger end user audience; allowing question/answers to support the knowledge sharing element of the programme.

6.4 Responsibilities

- 6.4.1 The Successful Supplier must assemble a project team capable of delivering a high quality mixed-methods evaluation, which will include team members with qualitative interview skills as well as skills in quantitative analysis. The team needs to be available for the project period to ensure timescales detailed in section 7 are met.
- 6.4.2 If, for any reason, the assembled project team is unable to complete the work during the specified timescales, an alternative team must be provided in their place to allow continuity for delivery of the project. Notice must be provided to the Supplier 30 days before any changes to the team are made. Any replacement team members will be subject to the same terms as the original members, including proof of suitability to undertake the work; this may be in the form of a CV or other supporting statement. Replacements must be of equal qualification/experience as the team member(s) that is/are being replaced. Evidence will need to be provided before the replacement team members commence work in relation to their security clearance as outlined Schedule 8 of the Contract, Security Requirements.
- 6.4.3 The Supplier must provide evidence of GDPR compliance and understanding of regulations.
- 6.4.4 The Supplier and all members of the allocated project team must demonstrate security clearance or ability to obtain security clearance to the level of BPSS from project start date or 01/02/2019 to 01/04/2020.
- 6.4.5 The Supplier must delete all data from their systems and destroy any hard copy information made upon completion of the Contract, and must adhere to the details outlined in Schedule 7 of Appendix C – Terms and Conditions.

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- 6.4.6 As part of their project management responsibilities, the Supplier is required to give ad hoc expert advice to the third party (force) on how to overcome any issues arising over the course of the evaluation. In addition the Supplier will have access to an Academic Advisor that will be able to provide quality assurance and problem solving during the life of the evaluation.
- 6.4.7 The Supplier must maintain a good working relationship with the allocated Academic Advisor taking on board the advice and recommendations provided, ensuring they are considered and implemented within the delivery of the evaluation.
- 6.4.8 The Customer requires regular updates and interaction in order to ensure the delivery of products to time. In addition to the key milestones outlined below in section 7, additional bi-weekly updates for phase 1, and monthly updates for phase 2, to the programme manager are required in the form of a formal project highlight report (template will be provided). Further project reports may be requested to provide information direct to the Home Office to comply with PTF grant terms and conditions.
- 6.4.9 Liaison with third parties must take place. The Successful Supplier will be responsible for maintaining a good working relationship with the allocated third party.
- 6.4.10 The Successful Supplier must identify and declare any conflicts of interest before commencing work, and any that arise during the life of the project. This is inclusive of all members of the Supplier team allocated to the project.
- 6.4.11 The Successful Supplier must detail their ethical clearance process. Consideration must be given to the risks and mitigation of those risks, where appropriate, ensuring any participants are not harmed as a result of their participation in any part of the evaluation.

7. KEY MILESTONES AND DELIVERABLES

- 7.1 The Successful Supplier shall be able to commence work immediately upon appointment in February 2019. The Successful Supplier shall be expected to participate in a project start up meeting soon after the contract has been awarded and no later than 1 week from contract award. Thereafter, the Successful Supplier must progress the work in order to deliver the outputs to the timescales set out below.
- 7.2 The Successful Supplier should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Planning Initial meeting with Authority contact	Phase 1: Within week 1 of Contract Award
2	Theory of Change & Measures Research Specification and Theory of Change Model	Phase 1: 25/02/2019
3	Reporting Interim progress report & analysis plan.	Phase 1: 18/03/2019
4	Reporting Project Report Update – identifying risks/issues/mitigation.	Phase 2: 24/05/2019
5	Reporting Interim progress report (including statistical analysis to date)	Phase 2: 22/07/2019
6	Reporting Interim progress report (including statistical analysis to date)	Phase 2: 04/11/2019
7	Final Draft Report & Appendices Draft Research Report including appendices.	Phase 2: 31/01/2020
8	Final Report & Appendices Final Research Report including appendices outlining instructions and materials so that the study could be replicated.	Phase 2: 28/02/2020
9	Post-report Submission Closing presentations	Phase 2: 31/03/2020
10	Post-report Submission In-person attendance at group event post-March 2020	Phase 2: Date to be confirmed

- 73 The work for this tender will be split into two phases. Phase one will commence early February 2019 or as soon as the contract is awarded and run until 29/03/2019. Milestones 1, 2, & 3 will need to be completed within this time for each of the LOTS. Consideration will be provided as to whether continued work

for Phase 2 will be progressed commencing 08/04/2019 – 31/03/2020. Notification will be provided to the Supplier during the first week of April at the latest whether Phase 2 will commence. There is no guarantee that the Authority will proceed to Phase 2 and will notify the supplier no later than the 8th April 2019 if it wishes to progress to the next phase.

- 74 The Authority will choose whether or not to proceed with activity into financial year two by the 8th April 2019. This depends on whether suitable quantitative and qualitative data will be available for analysis, and progress is feasible in relation to being able to produce the required output at the end of financial year 2. In addition to this, consideration will need to be given to whether the overall cost of the project is viable within the programme budget available for financial year 2.
- 75 The Authority shall have the right to require the Supplier to include any reasonable changes or provisions during the Contract Period. A contract variation will be issued outlining any changes.
- 76 The Successful Supplier must perform its obligations so as to achieve each milestone by the Milestone Date. To clarify – there will be no flexibility in the final delivery date as the evaluation report is required to feed in to a larger programme of work and the stated end date is the latest this information can be used for this purpose.
- 7.7 The Authority will choose whether or not to proceed with activity between milestones depending on whether suitable progress is being made. Notification will be provided to the Supplier within 14 days should any of the following occur and the decision is to terminate activity:

Outcomes prove not achievable: During the life of some of the projects it may become evident that the desired outcomes are not achievable due to, but not limited to, some of the following situations:

- *Insufficient funding forecast*; if a project did not forecast the correct amount of funding to complete it, and no further funding is available, the project may become unviable.
- *Lack of data*; if a project does not have access to sufficient measureable baseline information, either quantitative or qualitative, the project may not be able to provide adequate evidence for demonstrating effectiveness.
- *Collapsing timescales*; if a project cannot provide the required outcomes or outputs within the timescales of the overall programme it may need to be closed in order to reduce the risk of lack of return on investment.
- *Changing scope* : if a project does not demonstrate its ability to achieve the required outcomes for the programme or, the scope does not provide adequate evidence, the project may be need to be closed in order for funding and efforts to be placed elsewhere, reducing the risk of not achieving expected benefits.

8. MANAGEMENT INFORMATION/REPORTING

- 81 For formal reporting requirements please see the sections above on the Requirement (section 6) and Milestones (section 7).
- 82 A dedicated point of contact will be provided by the CoP and the third party (Force).
- 83 The Contract will be managed by a named contact. The Successful Supplier will be expected to deliver the work to the agreed timescales, but should notify the Authority immediately of any issues that put delivery at risk. A risk log will need to be maintained and shared with the Programme Manager. The Successful Supplier should also provide advice to the Authority on any issues prompted by the research but which may not be detailed on the scope of work.
- 84 The Successful Supplier and the Authority will be required to develop and maintain a good working relationship throughout the project, to ensure work is delivered to time and meets accepted academic standards. The Successful Supplier must keep in regular contact via email or telephone, providing progress updates bi-weekly for phase 1 and monthly for phase 2. The Successful Supplier will be expected to attend the Authority's offices for project meetings.

9. CONTINUOUS IMPROVEMENT

- 91 The Successful Supplier will continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 92 The Supplier will present new ways of working to the Authority during any Contract review meetings.
- 93 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 101 Not Applicable

11. QUALITY

- 11.1 The Successful Supplier's team completing this work must have experience in impact and process evaluation. They should be able to demonstrate a background in completing evaluations and producing research.
- 112 The Successful Supplier team completing this work must have a good knowledge and awareness of current practices and approaches in policing research and evidence-based policing (EBP).

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- 113 The Successful Supplier team completing this work must be able to demonstrate excellent written and oral communication skills.
- 114 The Successful Supplier team completing this work should provide evidence of quality management systems in place detailing how they ensure data and deliverables are checked for errors.
- 115 The Successful Supplier team completing this work must have experience of producing academic reports and practitioner focused reports.
- 116 All written deliverables and communication must be provided in plain English and checked for errors ahead of submission. Visualisation of data shall be used where appropriate to aid audience understanding. Statistics and figures need to be checked.
- 117 The Authority will not act as a quality checker for any outputs. The responsibility for quality assurance and submission of error-free outputs belongs to The Successful Supplier.
- 118 All reports submitted must provide a clear narrative and conclusions that are valid based on the data that has been collected. If there is a complicated picture involving a number of different parameters, the authors of the report should convey this information as clearly and as easily to understand as possible.
- 119 Any implications that stem from the research should be practical for police force audiences, as well as College and Home Office audiences. All suggested implications should logically follow from the data and its analysis.
- 11.10 The Successful Supplier must provide information relating to how the project will be managed to ensure the evaluation progresses according to plan, with relevant updates provided as outlined within Section 7 & 8.

12. PRICE

- 121 See Annex C for Phase 1 and Phase 2 capped costs.

13. STAFF AND CUSTOMER SERVICE

- 131 The Successful Supplier must provide a sufficient level of resource throughout the duration of the independent evaluation of policing interventions tackling vulnerability and/or violent crime Contract in order to consistently deliver a quality service to all Parties.
- 132 Supplier staff assigned to the independent evaluation of policing interventions tackling vulnerability and/or violent crime Contract must have the relevant qualifications and experience to deliver the Contract.
- 133 The Successful Supplier must ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

14. SERVICE LEVELS AND PERFORMANCE

- 141 The Authority will measure the quality of the Successful Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
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1	Timescales	Adherence to the key milestones as set out in section 7	100%
2	Engagement	Bi-Weekly updates for phase 1 and monthly updates for phase 2, on the progress of the project(s).	100%
3	Deliverables/outputs	Academic quality interim reports and final report (evaluation)	100%
4	Closure	Attendance at relevant board meetings and events post submission of final report, to provide direct question/answer and	100%

		Feedback sessions to key stakeholders.	
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- 142 Where the Authority identifies poor performance against the rows above, the Authority reserves the right to seek early termination of the Contract in accordance with the procedures set out in Attachment 5 – Terms and Conditions.

15. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 151 The Successful Supplier must comply with the Authority's Security Requirements Document (Schedule 8). This document sets out the overall standard requirement. A security aspect letter will be drafted between the Supplier and Authority based on this document.
- 152 The Successful Supplier must provide information detailing their compliance with GDPR. This should include but not limited to, the security measures employed by the Successful Supplier where personal data is stored (physical and digital measures); the policies and procedures in place to support the facilitation of GDPR compliance; the training provided to staff and its frequency, the ability to comply with individual's rights under GDPR and the general compliance with the Data Protection principles listed under Article 5 of the GDPR.
- 153 The Successful Supplier must provide information on data management and security in their bids, and supply details about team members who are vetted. If the Supplier is required to access any information classified as OFFICIAL or higher, then the Successful Supplier will be required to be vetted to Baseline clearance level (BPSS).
- 154 The Successful Supplier must guarantee that all material used in the research will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely.
- 155 The Successful Supplier will be working directly with a third party (Force) and must comply with the data processing agreement established between the Supplier, the third party (Force) and the CoP.
- 156 The Successful Supplier must meet the security and vetting requirements of the assigned third party (Force) in relation to site and systems access.

16. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 161 All intellectual property rights in any materials provided by the Authority to the Successful Supplier for the purposes of this Agreement shall remain the property of the Authority but the Authority hereby grants the Successful Supplier a royalty free, non-exclusive, non-sub-licensable and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Successful Supplier to perform its obligations under the Agreement.
- 162 In the event that the Successful Supplier uses any third party copyright or other

intellectual property in its performance of its obligations under the Agreement, it hereby represents, undertakes and warrants to the Authority that it shall possess and maintain all necessary licences, authorisations and consents for the Successful Supplier and the Authority to use (with a right to sub license) such copyright or intellectual property for the purposes of this Agreement.

- 163 All intellectual property rights in any materials created or developed by the Successful Supplier pursuant to this Agreement or arising as a result of the provision of the Services shall vest in the Authority and the Successful Supplier hereby assigns by way of current assignment of future rights with full title guarantee free from any restrictions or third party right, all such Intellectual Property Rights to the Authority and undertakes to procure that any third party engaged by the Successful Supplier to produce materials pursuant to this Agreement shall assign such Intellectual Property Rights to the Authority.
- 164 The Successful Supplier shall indemnify, and keep indemnified, the Authority in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Authority as a result of or in connection with any claim made against the Authority for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Successful Supplier or any Staff, agents or subcontractors (including students).
- 165 The Successful Supplier shall obtain waivers of all moral rights in any materials created or developed by the Successful Supplier pursuant to this Agreement or arising as a result of the provision of the Services to which any individual is now or may be at any future time entitled.
- 166 The Successful Supplier shall not furnish the name, trademark or proprietary indicia of the College of Policing, use as a reference, or utilise the name, trademark or proprietary indicia of the College of Policing, in any customer list, advertising, announcement, press release or promotional materials, including testimonials, quotations, case studies, and other endorsements. No exceptions are granted without the prior written consent of the College of Policing. Such

consent to be granted or withheld is the sole and absolute discretion of the College of Policing.

- 167 For the avoidance of doubt, this Clause 16 shall survive the expiry or earlier termination of this Agreement.

Section 16 of this document takes precedence over the IPR Clause within Attachment 5 – Terms and Conditions of Contract.

17. PAYMENT AND INVOICING

- 17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.2 The products and deliverables must be provided in line with the milestones outlined in Section 7. The acceptance procedure for deliverables will be as follows: The Authority will review and sign off each milestone deliverable as set out in the table in Section 7.2.
- 17.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs outlined in Section 7.
- 17.4 Invoices should be forwarded to the address on the Purchase order and needs to be e-mailed to payables@college.pnn.police.uk. Depending on the LOT awards there may be up to 4 Purchase orders depending on who the contracts are awarded to.
- 17.5 Payment will be made retrospectively to the Successful Supplier after milestone completion on the following dates:

Milestone	Description & Timeframe	Payment Date
1, 2, 3	Initial meeting, research specification & interim progress report – total submissions by March 2019	31st March 2019
4, 5,	Project Report Update & Interim progress report – total submissions by July 2019	31 st July 2019
6, 7, 8, 9, 10	Interim progress reports, final research report & closing presentation – total submissions by March 2020	31st March 2020

18. CONTRACT MANAGEMENT

- 18.1 An initial meeting between the Authority and Supplier will take place at the Authority's offices in London within one week of contract commencement.
- 18.2 The Supplier must keep in regular contact via email and telephone, providing progress updates on at least a fortnightly basis for phase 1 and monthly basis for phase 2 (or more frequently when the project requires).
- 18.3 Updates should include a brief summary of: actions completed since the last update and identify any issues or risks that have arisen since the last update.
- 18.4 Attendance at Contract Review meetings shall be at the Supplier's own expense.

19. LOCATION

- 19.1 The location of the Services will be carried out at the Successful Supplier's offices. It is anticipated that much of the work will be desk-based, although visits to the third party (Force) will be necessary for research fieldwork and liaison. Attendance at meetings at the Authority's sites, (Westminster in London or Ryton in Coventry) will also be expected.

ANNEX B

Supplier Proposal

REDACTED

CVs appendix

REDACTED

ANNEX C
Price Schedule
REDACTED

Annex D – Case Studies for Lot 1

LOT 1 – Serious Violence (Gangs and Youth Violence)

(Comprises of 4 Case Studies)

CITYSAFE (1 of 4)

CoP ref:	1/A7 (LOT 1: 1 of 4)
Intervention name:	Citysafe
Intervention focus:	Child sexual abuse/exploitation; missing persons; knife crime; county lines; gangs
Stage:	Proposed
Area covered	Specific locations
<p>Problem</p> <p>A shopping centre within an urban city centre in the South East has been identified as hotspot for crime. Police operations in the area have identified criminality such as child sexual exploitation (CSE), drugs and public order offences. Over the last year or so there have also been a high number of murders and acid attacks within the area. An apparent trend is seen in the summer whereby 12-20 year olds often filter out into the public spaces surrounding the shopping centre such as the local parks. Police have identified the shopping centre as a target for grooming gangs and as a pick-up point, where young girls are asked to travel to, before being subjected to assaults within the local public spaces. Last year there were four serious sexual assaults on young females, which led to a multi-agency approach to child sexual exploitation within the area. A large number of arrests were made and civil orders served on identified males in the area. The CSE issue has been dispersed in the short term but concerns remain high for the issue in the long term. At a high level the problem has been broken down into three issues:</p> <ol style="list-style-type: none">1. The lack of a community response to crime in the area.2. High Levels of crime in the area.3. Young people feeling unsafe in the area. <p>Response (i.e. the intervention)</p> <p>Citysafe is a project which will be delivered by Citizens UK in an attempt to provide a long term solution to the high levels of crime involving young people in and around the shopping centre. The project will work with 6 specifically selected “at risk” schools. One primary school will focus on year 6 pupils. Five secondary schools will focus on year 8 and year 10 pupils.</p> <p>The selected cohorts of children will be provided with training by Citizens UK. The training specification and content is determined by needs of the children; therefore much of the agenda will be child-led. Citizens UK will facilitate and organise training including multi-agency inputs. The focus of the project will be around children’s understanding and views of crime, what they would like to know more about, and any fears about crime that they may hold. The project will focus on key areas including knife crime, gang membership, youth violence, CSE and other types of exploitation. Children will also be trained to use a new crime reporting tool called ‘Fearless’ that allows crime to be reported online (via a smartphone, tablet or computer).</p>	

A youth safety champion will be nominated from each of the identified schools, and a safety champion will be nominated by the shopping centre security office. These roles will act as single points of contact and promotion for the project in schools and in the shopping centre. Citizens UK will also facilitate a set of activities called 'Listening in the Community'. The nominated safety champions will encourage teachers and students in their school to talk to the community about their views on safety in the area. 'Listening in the Community' activities encourage local children to find out how crime has affected their school and community and inspire them to be part of change. These activities will be supported by plain clothed police officers and conducted in and around the shopping centre.

Engagement between store managers, centre managers and young people will take place within the shopping centre. Young people will approach the staff to talk about crime in the area and how they could support them to make the area safer. Staff will be offered training by Citizens UK and partners in order to increase their knowledge and skills to support the young people to improve safety within the shopping centre. Training will focus on reporting crime in the area and how to use a rapid response line should they see signs of sexual exploitation and other crime. It is believed that this training will have more impact when delivered by a young person, therefore the young people will assist with and lead on the training for staff within the shopping centre. A number of stores will be identified as dedicated safe havens, and will display visible markers in shop windows to ensure they can be recognised by young people.

It is anticipated that after the first year of the project, the children will then transfer their knowledge to the lower year groups. For instance current year 10s will train the current 9s, and the following year the process will be repeated to create an ongoing legacy. In addition campaigns will be conducted within the schools to ensure each pupil understands the intervention and can recognise the 'safe haven' sticker signs in shop.

Target

The intervention will focus on the shopping centre and other shops within an approximate 100 meters radius. The children involved in delivering this intervention will vary from primary school to senior school age children as described above.

Data

Data has not been collected yet as the project has not yet started.

Research considerations

An evaluation should seek to understand, but not limited to, the following:

- the impact of the Citizens UK training on the children
- the impact of the training on shopping centre/shop staff
- the changes in the level of/quality of crime reporting;
- the changes in types of crime within the area/any crime reduction

OP DIVAN (2 of 4)

CoP ref:	1/A029 (LOT 1: 2 of 4)
Intervention name:	Op Divan
Intervention focus:	Knife Crime, County Lines
Stage:	Fully Implemented
Area covered	Force wide in a Constabulary in Yorkshire & Humberside, and South East of England

Problem

Early in 2018 an increasing number of young people were being found with knives/ or being reported possibly carrying knives at schools in a Yorkshire town. Schools identified a need to address the issue and referred incidents to the local county council prevention service along with the Youth Justice Service (YJS). It was clear police were not being informed of these incidents. It was decided that a joint intervention and guidance was needed to ensure that this information was captured at the earliest opportunity, recorded and the right support was put in place for the individual concerned, schools, parents and partner agencies.

Response (i.e. the intervention)

Operation Divan was created to educate young people at the earliest opportunity. It aims to reduce numbers carrying weapons, and raise awareness of the consequences of weapon carrying. Police work with other agencies including YJS and Youth Offending Teams (YOTs) and The Prevention Service to identify and support those under the age of 18. Young people (and parents) are signposted to relevant services where appropriate (e.g. Children Social Care, Child and Adult Mental Health Services, parent support sites). Young people will be encouraged to attend a Prevention Service Knife Crime workshop. Ultimately this intervention aims to keep young people safe and help reduce the likelihood of them offending. Importantly, it also aims to reduce the criminalisation of young people (where appropriate).

Young people (under 18) are referred into the scheme when identified via a recorded incident, intelligence submission or crime report as being involved in (but not prosecuted for) any weapon offences. Young people who are believed to be potentially in possession of a knife/other weapon are also included. Schools are able to report concerns using a Partnership Information Sharing Form. Home and/or school visits are conducted with that named person and an appropriate adult (i.e. parent/ guardian). The purpose of the visit is to educate the young person and discuss the risks posed both to themselves and others, thereby reduce the potential for harm to themselves or others.

If the young person involved is not currently open to the YJS/YOT, a home and/or school visit will be conducted by a Police Officer or the Youth Officer from that police force alongside a representative from the Prevention Service or Youth case worker (where required). Young people already involved in the Criminal Justice System will be visited by the YJS/YOT seconded Police Officer as part of their on-going youth justice intervention/prevention work. This could be via a decision from the Youth Outcome Panel (YOP) or as part of a court referral order.

One-to-one or group work is then carried out by the area Youth Officers or Police Officers, with a member of the council's prevention service and/ or youth case workers working with

partner agencies and schools where required. The young person will be provided with an Official Notice - explaining the process and available support to help raise awareness of risks and consequences. The intervention is then recorded on both police and YJS systems.

Because of the potential risks to personal safety associated with weapon carrying, warranted officers carry out the intervention. Officers have relevant training and personal protective equipment for the task. Home/ school visits take place when relevant checks and threat, harm and risk assessments have been carried out. There is a real chance of further intelligence disclosure when police officer visits take place, which could result in investigation of other incidents/crimes, seizing of evidence and referrals. The main aim is to safeguard and support those concerned with a consistent approach across the force area. This also ensures that from an investigation perspective that any links to other crimes/investigations can be made.

Target

Any young person under the age of 18 identified as either carrying, using or potentially carrying a knife/weapon. They are either not known or already known to police, partners and courts.

Each case/individual is assessed if suitable for and would benefit from the intervention.

Data

The initiative started in May 2018, and so far has been delivered by police officers of this force and seconded Youth justice police officer. Approximately 15 under 18s have or are due to go through the intervention. There are potentially 6 more cases to be reviewed/considered for the intervention.

Also, there are approximately 13 individuals going through the police investigation or court process – and are awaiting an outcome. Note that these numbers are low, but will be supplemented by cases drawn from a separate police force in the South East of England (see later section).

Currently, information is being gathered to establish how many interventions have been carried out with young people who have not been recorded on police system due to referrals from schools, etc. This will be for the 6 month review at end of October 2018 along with a review of police information data.

Research considerations

The following data can be made available for analysis:

Numbers of recorded incidents, crimes and intelligence submissions (including those recorded as outcome code 21 – not in the public's interest to pursue, as per the national crime reporting standard – NCRS).

Review of those individuals who have had the intervention and any further offending/incidents, including arrests/summons and other formal disposals.

Numbers of intervention referrals to partner agencies and police, from schools and youth organisations.

Numbers of Partnership information forms submitted to intelligence department by agencies.

Completion rates and success of these to determine any gaps and areas of improvement. Data to be gathered through performance department, intelligence and partner agencies.

The current anecdotal feedback from those delivering this intervention, including parents, teachers and young people involved, is that it is having a positive impact and delivers the right message.

Additional cohort

Another police force in a large urban city in the South East of England has a district that has volunteered to replicate Operation Divan. Liaison between this force and the one above will take place from November 2018 until February 2019; this will enable learning and training to take place to introduce the required processes.

The intervention in the South East will commence from March/April 2019 allowing for additional cohort volumes and the opportunity for comparison within geographical areas.

DIVERT (3 of 4)

CoP ref:	1/A102 (LOT 1: 3 of 4)
Intervention name:	DIVERT
Intervention focus:	Knife Crime, Gangs, Vulnerable adults at risk
Stage:	Fully Implemented
Area covered	Specific custody suites in a large urban area in South East of England

Problem

During 2015 this district's custody suite identified a gap in statutory provision for young adults coming into police custody. It was considered that a cycle in offending was occurring that was not addressed via standard means of charge or out of court disposal. It is believed that custody offers the opportunity to provide a teachable moment, offering a way to divert young adults away from crime, into employment, education or training instead.

Response (i.e. the intervention)

DIVERT uses a trauma informed, public health style intervention which aims to tackle the root cause of a person's offending; putting strategies in place to break the cycle. Custody Intervention Coaches (CICs) are trained and embedded within this police force's custody suites to approach suitable 18 to 25 year old detainees.

The CICs conduct initial consultations with the young detainees, talking to them about their lifestyle and aspirations and exploring the route of their offending. They will discuss ways in which they can help them change the course of their life through education, employment or training. The CIC will continue to work with the young person outside of custody, drawing on a network of partners and agencies for support.

This process continues independently of the criminal justice process. It is not unusual for coaches to maintain contact with subjects who have received custodial sentences and continue working with them on release. CICs will tailor their approach to the individual's needs, assisting them in a variety of ways; from facilitating access to training, education or employment opportunities to assisting with housing issues or arranging support for mental health or addiction problems.

DIVERT is an initiative by this particular police force, which is delivered by the New Era Foundation, a registered charity and works closely with a number of organisations, such as the Prince's Trust, who provide assistance and referral pathways. DIVERT is also supported by the Football Association and is currently working in partnership with three

football clubs. Staff from these clubs have been trained as CICs and will work full time in three police stations in this district.

Therefore, CICs fall into three categories: coaches employed directly by New Era, coaches employed by partner football clubs and volunteers from this police force. All are fully trained by DIVERT.

Target

18-25 year olds in police custody. So far around 342 young people have engaged with DIVERT (over the last 2 years), with an expanding rollout. Initial rollout was within this district and now covers four areas in total. A further 3 areas will launch during 2018 bringing the total to 7 locations.

Data

Reoffending data is available.

Numbers in employment, training or education is available.

Schemes that young people are diverted into.

It is likely a comparison groups (counterfactual) could be created from a similar group of individuals taken into custody in other locations, or through use of historical data and a form of matching.

Research considerations

There could be the possibility of comparing behaviour and re-offending/offending escalation for people not engaging with the scheme within the same district.

This large urban police force covers several districts with a number of large custody suites. Given DIVERT is deployed in only a few custody suites, there is the possibility of comparing behaviour and re-offending/offending escalation for people meeting the same criteria in districts/ custody suites of the police force (or perhaps another force) that do not receive the scheme.

There is a need to understand the particular schemes offered (the diversions), the cost and the overall effectiveness post engagement with those schemes.

There is the possibility to review historic cases.

There is the opportunity to follow cases from initial engagement from CIC through to successful/unsuccessful outcomes.

It will be important to undertake a thorough process evaluation to understand differences in how the intervention is delivered across different sites (and any possible impacts of this).

CIRV (4 of 4)

CoP ref:	1/A105 (LOT 1: 4 of 4)
Intervention name:	Community Initiative to Reduce Violence (CIRV)
Intervention focus:	Gangs
Stage:	Proposed
Area covered	Force wide in a constabulary in the East Midlands

Problem

In 2013, one particular police force experienced its first gang issue, and since that time levels of gang related violence have intensified, increasing demand on the force. This police force has identified around 23 organised crime groups (OCGs) operating in their region. Analysis conducted by the force of 175 young people involved in gangs showed that the majority were 13 years or older, but just over a third were under 13 years old. The analysis also showed that most were male, but over a third were female.

From 2013/14 to 2015/16, violent offences (against the person) involving youths resulting in a positive outcome (Community Resolution Disposals, Youth Cautions, Youth Conditional Cautions, and Court Convictions) rose from 24% to 37% (as a proportion of all offences committed by youths). The force has responded with investigate responses however no intervention has been used to date to prevent gangs from forming, to get individuals out of gangs, or to disrupt those who won't stop their gang activity.

Response (i.e. the intervention)

The force was aware of the Community Initiative to Reduce Violence (CIRV) model of crime reduction applied in Glasgow (2007-2011) and in the US cities of Cincinnati and Boston. It decided to create a CIRV intervention in its own force with the support from a former police officer and criminologist, who had worked on the Glasgow CIRV intervention. The CIRV adopts a public health approach to violence and gives gang members a choice to either stop the violence, or face the consequences. Those who make the decision to stop are supported by the community (for instance; police, employers, cognitive change specialists and ex-gang members). In contrast, clear signals and lawful disruptive tactics are used to discourage individuals who are intent on continuing their gang violence. Cited aims of the intervention are to:

- prevent young people from joining gangs;
- improve intelligence held on gangs;
- reduce the number of victims of violence committed by gangs;
- change the community culture to one where gangs and violence are not tolerated;
- strengthen and support community development work to prevent gangs from forming;
- make the county a hostile environment for gangs;
- change local practitioner behaviour to reduce school exclusions;
- co-ordinate partnership efforts to improve outcomes for those in the scope of this programme.

The intervention is police led and involves partners including local authorities. One strand of the intervention is a briefing. Police and partnership data (multi agency safeguarding hub, schools, local authorities) are used to identify gang members, and they are invited to a 1-hour session (transport to the venue is used to encourage attendance). The setting for this briefing is a courtroom presided over by a judge. Various individuals present messages:

- The judge introduces the event and talks about sentencing options for gang crime.
- A senior police leader conveys the message that the violence must stop and that violence will not be tolerated by the police.
- A mother talks about the loss of their child to gang violence.
- A trauma doctor talks about knife injuries
- An ex-gang member talks about his own experiences
- A community member speaks out on the community's view of violence
- A motivational speaker talks about changing lifestyles for the better

- A service provider hands out cards with a 24/7 phone number to support those wanting to get out of their gangs.

The attendees are asked to communicate the message amongst peers - that violence is not tolerated and the police will do all they can to stop it. Operationally, all identified gangs are have some level of contact with the police, no matter what the level of concern. For education providers, the police also work with them to prevent exclusion as the police believe this is the primary driver of gang involvement. Other providers involved in this intervention include a cognitive change specialist, a careers advisor, a community interest company employing ex-offenders, mentors (ex-military, fire service officers), ex-gang member, youth offending service and youth service. As such, individuals will be given support on issues relating to the family environment, drug and alcohol services, and psychological help. Where youths continue with their gang related violence, 'disruption officers' working under the intervention use all available police and partnership powers to disrupt the gangs, ranging from removal of housing, benefits, access to vehicles, etc. These are applied carefully on a case by case basis, taking the age of the individual into account.

Target

Although young people are a key target of this intervention, it also covers all those involved in gangs which may include older individuals. The intervention covers those on the periphery of being involved with gangs, through to 'hardened' offenders leaving prison.

Data

Data will be collected on the following:

- Numbers accepting the invite to the courtroom briefings.
- Offending rates (including rates of violent offending).
- Employment and school attendance rates following participation on the programme.
- Number of individuals going into prison
- Numbers engaged with the rehabilitation pathway
- Other measures from various stakeholders on the programme (to be defined).

Research considerations

The force estimates around 500 (or more) individuals will pass through the intervention (although the level of direct contact will vary depending on risk). The force would like to know whether their work with gangs is effective, particularly around early intervention with those who are beginning to show signs of attachment to gangs. The staggered roll out of the intervention across the county may be useful during the design phase of the intervention, for instance identifying comparative groups.

Evaluations have been carried out on CIRV interventions in the US. The Glasgow CIRV has also been evaluated by St. Andrews University. It is of course important to robustly evaluate its application to an English context. Although this force's proposed CIRV intervention is not a duplicate of Glasgow's version, it borrows many features of the programme. A report of this intervention is available at:

http://actiononviolence.org/sites/default/files/CIRV_2nd_year_report.pdf

Part 2: Contract Terms

Contract Terms are in a separate Document (Part 2)