

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

University of Birmingham
REDACTED

Dear Sirs,

Letter of Appointment

CCSN18A21 Independent Evaluation of Police Interventions tackling Vulnerability and/
or Violent Crime: LOT2, 3 and 4.

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:	TBC
From:	The College of Policing Limited ("The Customer") REDACTED
To:	University of Birmingham ("Supplier") REDACTED

Effective Date:	11 th February 2019
Expiry Date:	End date of Initial Period: No later than 31 st March 2020 The contract will be split into two phases. Phase one will commence on the 11 th February 2019 and will be completed by the 29 th March 2019. Milestones 1, 2, & 3 will need to be completed within this timeframe for LOT 2, 3 and 4. 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

	<p>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> <p>Minimum written notice to Supplier in respect of extension: Not Applicable</p>
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Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by; the Customer's Project Specification attached at Annex A Lots 2,3 and 4 and the Supplier's Proposal attached at Annex B; and Annex C Price Schedule
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Key Individuals:	<p>Customer Key Contacts: REDACTED</p> <p>Supplier Key Contacts: REDACTED</p>
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[Guarantor(s)]	Not Applicable
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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 each of the LOTS. 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 for each of the Lots. <p>Subject to the above the Total Value of the Contract will not exceed £667,920.00.</p>
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	<p>The contract awarded is for the provision of Lots 2, 3 and 4 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 - section 16 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>
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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

Signature: REDACTED

Date: 13/03/2019

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.
- 1.2 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

- 2.1 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>
- 2.2 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.
- 2.3 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

- 3.1 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>
- 3.2 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
 - 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 either vulnerability or serious violence. There are multiple policing interventions which require evaluation within this programme of work, you may choose to evaluate one or more LOTS depending on your capacity to do so within the timescales provided. There are 4 LOTS you can bid for. The LOTS and interventions within each lot are outlined in detail as Case Studies within Annex D.
- 52 **Only Lots 2, 3 and 4 form this Contract.** The requirement shall be delivered within the timescales set out in Section 7 of this document, Key Milestones and Deliverables.
- 53 The Case Studies for Lots 2, 3 and 4 are outlined in Annex D of this document.

Name	Topic	Location	Guideline Budget Phase 1	Guideline Budget Phase 2
LOT 2 - Vulnerability (Early Intervention)				
Think Family	Domestic Abuse, Missing Persons, Mental Health	South West England	£100,000	£100,000 - £200,000

ACEs	Vulnerable Children, Domestic Abuse, CSA/CSE, Missing Persons, Knife Crime, Mental Health, Gangs	South England		
LOT 3 – Vulnerable Children (Child Protection)				
Neglect	Vulnerable Children, Neglect	South England	£100,000	£100,000 - £200,000
C5 Notices	Child Sexual Abuse/Exploitation (CSA/CSE)	South England		
LOT 4 – Risk Assessment and Management				
SARA/SAM	Domestic Abuse, Stalking & Harassment, Vulnerable Adults at Risk	North West England & Midlands	£100,000	£100,000 - £200,000
HHPU	Domestic Abuse, CSA/CSE, Adult Sexual Offences, Vulnerable Adults at Risk	South East England		

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- 54 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 29th 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 there 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 EEF, 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. 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 may be 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.asp>
- 6.3.3 Each report must, 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 in Schedule 8, 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. The Authority will choose whether or not to proceed with activity into financial year two by 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.

- 74 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.
- 75 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.
- 76 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

- 8.1 For formal reporting requirements please see the sections above on the Requirement (section 6) and Milestones (section 7).
- 8.2 A dedicated point of contact will be provided by the CoP and the third party (Force).
- 8.3 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.
- 8.4 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

- 9.1 The Successful Supplier will continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier will present new ways of working to the Authority during any Contract review meetings.
- 9.3 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

- 10.1 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.
- 11.2 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 must 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 to 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 question/answer and feedback sessions to key stakeholders	100%

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 (Annex A). 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 20 within Attachment 5 – Terms and Conditions of Contract

17. PAYMENT AND INVOICING

- 171 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 172 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.
- 173 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs outlined in Section 7.
- 174 Invoices should be forwarded to the address on the Purchase order and needs to be e-mailed to REDACTED Depending on the LOT awards there may be up to 4 Purchase orders depending on who the contracts are awarded to.
- 175 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

- 181 An initial meeting between the Authority and Supplier will take place at the Authority's offices in London within one week of contract commencement.
- 182 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).
- 183 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.
- 184 Attendance at Contract Review meetings shall be at the Supplier's own expense.

19. LOCATION

- 191 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, REDACTED will also be expected.

ANNEX B
Supplier Proposal

ANNEX C
Price Schedule

REDACTED

Annex D – Case Studies

LOT 2 – Vulnerability (Early Intervention)

(Comprises of 2 Case Studies)

THINK FAMILY (1 of 2)

CoP ref:	1/A12 (LOT 2: 1 of 2)
Intervention name:	Think Family Early Intervention (TFEI) scheme
Intervention focus:	Domestic abuse; Missing Persons; Mental Health
Stage:	Fully implemented
Area covered	Force wide in a constabulary in the South West of England
<p>Problem</p> <p>The Government recognises that the demand on public services such as law enforcement, youth services, healthcare and employment can be particularly high for some sections of society. 'Troubled Families' was therefore established as a national programme of targeted intervention for the most troubled families with multiple problems, including crime, anti-social behaviour, truancy, school exclusion, unemployment, mental health problems, alcohol/drugs/substance misuse and domestic abuse.</p> <p>Building on this initial approach, one police force recognised that a number of families are drawing heavily on their resources in the areas of youth crime, anti-social behaviour, and domestic violence and missing persons. Many of these families faced similar issues to those who received 'troubled families' support, but fell below the threshold of receiving help from Council and Social Services.</p> <p>Response (i.e. the intervention)</p> <p>The Think Family Early Intervention (TFEI) scheme was this police force's response to the Troubled Families programme, employing a multi-agency approach to provide holistic support for families. The police are the largest agency involved, and the scheme has been running for two years (albeit it has developed over this time). For the police, the scheme aims to support troubled families (as described above) by preventing an escalation of intergenerational cycle of offending and reduce their demand on police services.</p> <p>The intervention involves PCSOs working with families to understand their key difficulties and identifying what can be done to support them. The focus is on a preventative approach and therefore aims to target low level problems before they become severe and high risk. Families who fit the eligibility criteria are researched and an intelligence pack is created which captures any previous linked offences. Neighbourhood managers, Sergeant or Beat Managers then allocate the family to a PCSO.</p> <p>Forty PCSOs have had a minimum of 2 hours training to administer the scheme (as part of their general PCSO training), with a 1 hour refresher training session each year. It is</p>	

optional for trained PCSOs to work on cases under the scheme. PCSOs who opt to do so carry out the work alongside other PCSO duties (i.e. they are not 100% deployed on the scheme).

The location of the family's home usually determines which PCSO they are assigned to (dependant on the PCSO's 'beat'). One PCSO works with one family (in the majority of cases). Once allocated, a PCSO/PC carries out an introductory meeting with the family, explaining the scheme and obtains the family's consent to work together (a basic form is signed). A clear plan is created together. Subsequent visits are made as agreed with the family. There is also signposting/referral to other sources of support and agencies such as key workers, school workers and other council agencies.

The types of issues dealt with include difficult family relationships, housing or financial problems, keeping family members out of crime, and tackling health, drug or alcohol issues. Families are worked with for 6-12 months and cases are closed once all initially identified issues have been dealt with.

Target

Only those families that are referred from officers or identified from a data trawl are taken forward under the scheme. Note that families are identified and referred to the scheme, based on them fitting at least two of a possible six pre-defined criteria: 1) crime and ASB, 2) domestic abuse, 3) poor school attendance, 4) unemployment, 5) health problems, 6) children who need help. One of the criteria must be police related (i.e. crime and ASB, domestic abuse, or children who need help as this includes missing persons). The whole family unit needs to be involved, and the family cannot be on a Child Protection Plan.

Data

The force anticipate approximately 50 families will pass through the intervention each year.

Data will be collected on the number of incidents linked to families (as part of the eligibility assessment), and a record will be created on the police's record management system capturing all of the work with the family.

Three forms are created during the work with each family: 1) Think Family Indicators, 2) Think Family Action Plan, and 3) Think Family Outcomes Plan. Referrals to other agencies relating to specific issues outside of the police's expertise (these agencies may be able to provide data around timelines and success, albeit data and access is by no means guaranteed given it is data held outside of the force).

Research considerations

The police force have indicated that the success of the scheme for a family usually depends on how well engaged the family is with the support that is being offered. Although the intervention is delivered across the force area, the relationships between the force and each of the local authorities in the force area influences how well the scheme can be delivered.

A 'quick and dirty' evaluation has been carried out by the police team administering this scheme, which includes cost data (relating to e.g. anti-social behaviour, officer time). They have tried to compare data before the rollout of the scheme and following the introduction of the scheme.

Two other police forces have a similar scheme, but they are delivered in a different fashion. For instance, one uses PCSOs that work with troubled families as their only duty (no other PCSO duties). An evaluation may seek to explore whether this intervention can be successfully applied in other forces where funding for PCSOs/neighbourhood police officers may have been reduced, (whereas this particular force has been able to maintain the funding/numbers). It is also important to understand how sustainable this model of supporting troubled families is.

ACEs (ADVERSE CHILDHOOD EXPERIENCES) (2 of 2)

CoP ref:	1/A91 (LOT 2: 2 of 2)
Intervention name:	ACEs
Intervention focus:	Vulnerable Children (Domestic Abuse, CSE, CSA, Missing Persons, Mental Health, Knife Crime, Gangs)
Stage:	Initiation
Area covered	Force wide in a constabulary in South England
<p>Problem</p> <p>There is growing evidence, most recently noted in the Home Office Serious Violence Strategy (HO SVS), around the increasing prevalence of children and young people becoming involved in crime both as offenders and victims. The HO SVS also notes from its research that an impact factor contributing to this is adverse childhood experiences (ACEs). There is a strong evidence base around the resilience factors for those who are exposed to ACEs. Experience of ACEs does not necessarily mean someone will go on to make poor choices with crime, antisocial behaviour (ASB), health etc. if they have the right supportive processes and interventions in place that develop coping mechanisms which allow them to lead normal, healthy and crime free lives.</p> <p>Response (i.e. the intervention)</p> <p>ACEs may result in individuals developing coping and lifestyle strategies based on the effects of trauma. There is evidence that a high percentage of offenders in this force area have experienced ACEs. This intervention aims to mitigate the impact of those experiences and give young people support to build resilience and protective barriers; reducing the impact of future ACE-related events. The intervention focusses on young people who have experienced 4 or more ACEs and who may need support to deal with the trauma of those ACEs. The aim is to reduce the risk of future offending, health problems and wider social issues and ultimately support young people to enjoy a happy, healthy, crime-free life.</p> <p>Trusted Adult Workers (TAWs), funded by the Office of the Police and Crime Commissioner, but working within Local Authorities, will be recruited to work together with local children and adult safeguarding boards and community safety partnerships. TAWs will focus on early intervention and prevention activity and be trauma-informed/ ACE trained. TAWs will receive referrals from the Multi-Agency Safeguarding Hubs (MASH) when they become aware that a young person may be suffering from ACEs. TAWs will carry out resilience assessments which identify the needs of children and significant family members.</p>	

TAWs will mentor and support young people, acting as a positive role model, and directing them to appropriate support services. Twelve professionals will train key partners in trauma informed/ACE practices to ensure sustainability and upskilling of the workforce (this includes those who support young people as well as their parents). TAWs will develop a directory of services, build relationships with partner organisations, and strengthen and simplify referral pathways. The TAWs will be 'building networks of resilience'.

Target

Young people traumatised by ACEs will be identified by schools, Children's Social Care, Health and the police force, with clear referral pathways. These will be predominantly through the local multi agency safeguarding hubs (MASH) for review and assessment.

The initial roll out of the intervention will be aimed at those aged under 18 who have experienced 4 or more ACEs. There is scope to expand this further in the future to those under 25 in line with emerging research to suggest ACEs continue to affect this age group.

Data

The programme is due to commence in early 2019, enabling evaluators and partners to consider a range of potential measures and metrics to assess impact. Force data will be made available to assist in the evaluation, and supplementary information could be sought from other Local Authority and Safeguarding Partners. Referrals will be split into different cohorts; allowing the opportunity to consider groupings involved in Serious Violence or County Lines for example.

Research considerations

The referrals process has not been fully defined. This could be developed ahead of launch to ensure robust measures are in place to understand referral criteria and to ensure the selection of most appropriate cohort sizes.

Specific types of signposting will be provided to the children according to their needs. These are likely to be different to those offered via standard engagement services such as the youth offending service. It would be possible to compare the difference in types of service, the specific qualities they bring and issues they are addressing.

We would be interested in better understanding the value of the TAW approach in relation to more established approaches such as mentoring, counselling and other guidance solutions.

LOT 3 – Vulnerable Children (Child Protection)

(Comprises of 2 Case Studies)

NEGLECT (1 of 2)

CoP ref:	1/A92 (LOT 3: 1 of 2)
Intervention name:	Joint Agency Approach to Neglect
Intervention focus:	Vulnerable Children
Stage:	Proposed
Area covered	Force wide in a constabulary in Southern England
<p>Problem</p> <p>Historically there has been an overreliance on the use of 'Outcome 20' in child abuse cases by the Police. This is where the responsibility for further investigation of a case is transferred to another body (such as Children's Social Care). 'Outcome 20' often results from joint investigations relating to crimes within the family such as low level assaults or neglectful living conditions. Cases that involve neglect are often considered 'low level' as they do not meet the threshold for individuals to be charged with any crime.</p> <p>In early 2017 a multi-agency scrutiny panel was set up to review the use of Outcome 20 in child abuse cases. The review highlighted potential missed opportunities to prevent future offending and a lack of robust decision making for common assault offences and cruelty offences against children. More specifically, there has been a lack of understanding around the burden of proof for criminal neglect, especially around demonstrating wilfulness. The development of detailed contracts with families, explaining expectations around behaviour and the consequences of not meeting these expectations, is a new approach which will allow joint services to assess wilfulness. It is hoped that these contracts will reduce the number of times police and/or Social Services are dealing with the same families but not prosecuting through either family or criminal courts where appropriate.</p> <p>Response (i.e. the intervention)</p> <p>An intervention has been developed which aims to avoid repeated child neglect and common assault offences against children. It will be jointly delivered by the police (Child Abuse Investigation Teams), children services and CPS. The aim is to undertake 'early intervention' activity to prevent individuals reaching a crisis point (proactive policing, not reactive). The intervention delivers a joint visit by plain clothed officers and Child Services. Robust messaging is provided to families, and detailed behaviour contracts are developed which aim to improve the level of care given to children and raise awareness about the consequences of failing to adhere to the contract. Relevant support is provided to the family to make sure they understand the contracts and are able to engage and comply with its terms. The intervention aims to tackle neglect issues early, through community resolution, and - where contracts are not complied with - through criminal resolution. Behavioural contract agreements can assist in evidencing wilfulness if they are not complied with and neglect continues.</p> <p>If the contract is not complied with, there is more opportunity for evidence to be obtained for progression to a threshold test and submission to CPS. Potential outcomes might</p>	

include community resolution and conditional cautions where appropriate, and are arranged in conjunction with social services to ensure appropriate interventions are identified and available.

Target

Low level interfamilial assaults against children (first time offending). Early intervention for neglect offences via referrals from a Multi-Agency Safeguarding Hub (MASH).

Data

The police force is receptive to ideas that evaluators might recommend to shape the intervention before launch to establish suitable measures and baseline information.

There are good system records and data measures available with the force.

In the FY17/18, there were 728 crimes and 790 outcomes recorded. Of 790 outcomes:

- 46 formal action taken (5.8%)
 - o 20 charge/summonsed
 - o **25 cautions/conditional cautions**
 - o **1 community resolution**
- 6 formal action not appropriate (0.8%)
- 48 NFA victim based (6.1%)
- 189 NFA investigation based (23.9%)
- **500 Outcome 20 passed to other agency (63.3%)**
- 1 Outcome 21 not in public interest (0.1%)

Bold indicates primary 'pool' of potential individuals for the intervention. The pool will be smaller as the intervention is focussed on first time offenders. Data is being collected for the current year and will be shared with the successful bidder. Cases will be 'crimed' allowing for monitoring and evidence gathering to assist, should the future requirement need to progress to consideration for charge. It would be possible to track the use of community resolutions, conditional cautions and other out of court disposals.

In December 2018, the foundation of this new approach will be established, and the approach will be launched in January 2019 where they will begin reviewing the cases coming through MASH at the Outcome 20 scrutiny panel. Plans to capture a baseline measure of staff knowledge, understanding and culture in relation to responding to child cruelty incidents are in place. The baseline will be collected via questioning at team briefings and utilising child experts and child psychologists.

The intervention's impact on the family should be considered – developing/using measures to establish whether the intervention is making a positive difference. Success measures can include engagement, compliance and improvement within the family via the recommended activities. Secondary success measures might include the ability to progress evidence to meet the threshold test and offer out of court disposal or charge for the offence of neglect (where compliance is not met).

Research considerations

Some cost-benefit analysis is required, to illustrate whether the effort and resources required to deliver this intervention is outweighed by the accrued benefits.

There is opportunity to compare previous Outcome 20 cases with new ones (on a like-for-like basis) within the force using the new approach. Alternatively, it may be possible to match Outcome 20 cases from this force with another force.

The force will pilot a new detailed contract with their joint visits. Some visits will use the new contract, other visits will involve presentation of similar information but not as a contract.

Three cities in this region will only conduct joint visits (previous engagement was by child services only), whilst others will be police only visits.

C5 NOTICES (2 of 2)

CoP ref:	1/A97 (LOT 3: 2 of 2)
Intervention name:	C5 Perpetrator Notice
Intervention focus:	Child sexual abuse/exploitation
Stage:	Fully implemented
Area covered	Force wide

Problem

In some cases of Child Sexual Abuse or Exploitation (CSA/CSE) children may not see themselves as a victim, and will subsequently not engage in or support police investigations. Previously this approach has led to the police taking no further action (NFA) against perpetrators who can then continue to come to police attention. A gap in police response has been identified in relation to these individuals who are investigated for offences but see no further action undertaken due to a lack of evidence to press charges. An additional police response for these circumstances was required to offer a means of disruption and to set expectations and boundaries regarding future behaviour.

Response (i.e. the intervention)

The problem outlined above has suggested that there may be a requirement for a police response which offers a means of disruption to set expectations and boundaries regarding future behaviour, as well as offering education to perpetrators, and ultimately safeguarding vulnerable young people. The C5 notice is a pioneering disruption tool aimed at tackling sexual offenders at an early stage. The notice is issued at the end of a police investigation when no further proportionate investigative or intelligence opportunities exist. There is a strict process in place regarding who can serve a notice, however anyone, across all strands and partners, can make recommendations for one to be considered. An individual can be flagged at any time for a C5 notice, even for their first reported suspected offence. Subjects do not have to have any previous convictions or outstanding warning markers, pending cases or number of previous arrests. However any consideration for a C5 notice must be underpinned by there being a relevant suspected offence in the first instance. Once an individual is flagged to a Sergeant, a specially trained officer will complete a risk assessment to explore the risks posed to both the perpetrator and victim as a result of the notice. Once the risk assessment is complete, the issue of the C5 must be authorised by an inspector who will consider the circumstances of the case and implications of issuing the notice.

The notice is underpinned by academic learning taken from experts in Offender Management. This learning recognizes the need to set boundaries and expectations regarding future behaviour of the subject of the notice to attempt to prevent further offending. The C5 Notice focuses on 5 areas of concerning behaviour (Communication,

Conduct, Control, Consent, and Consequences) to encourage future conduct/relationships that are safe and respectful, and makes clear the law around sexual offending. The C5 is delivered like an offender management interview, where the officer talks through the 5C's. The purpose of this notice is to change perpetrator behaviour through boundaries, education and signposting them to support through such resources as the "Stop it now helpline". The C5 is also supported by a referral pathway into a programme of work delivered by Barnardo's regarding preventing Harmful Sexual Behaviour by perpetrators under 18 years of age. To date six recipients of C5s have been referred to this programme.

In order to ensure effective service of the notice they are delivered by trained officers and the perpetrator is asked to sign to receive and adhere to the C5 notice otherwise it cannot be issued. When signed, this is recorded on a system and maintained by the Exploited, Missing, and Tracking team. There are no further visits unless there is intelligence which requires otherwise. Only virtual monitoring is conducted and each case is reviewed at 3 months and 6 months. After 6 months the individual is removed from the system and is no longer monitored.

Target

The focus is on suspected sexual offending involving young and vulnerable victims whereby a prosecution has not taken place i.e. the suspected offence has been NFA'd.

Data

Since the C5 process in November 2016, 54 C5 notices have been issued. The breakdown of those issued is as follows:-

1. Sex

- a) Males = 52
- b) Females = 2

2. Age

- a) Under 18s = 10
- b) 18-25 years = 24
- c) 26-45 years = 11
- d) 46+ years = 9

3. Re offending since issued for sexualised offences only.

- a) No re-offending (not charged with any offences) = 43
- b) Charged with offences after C5 issue = 9

There is currently only a pool of around 10-15 officers of who are trained and actively able to issue C5s. There are no specific requirements for who can be trained in using C5s. The training is a 3 hour session, however there are currently no refresher training sessions that follow initial training. Figures correct as of October 2018.

Research considerations

This project has now been in place for approximately two years. Prior to this intervention, messaging would typically be delivered at the custody centres to say "you have been caught, you have been warned" etc., but these messages that have been delivered to offenders have often been varied and inconsistent. An evaluation would seek to explore how effective the notices are in reducing reoffending, and the impact they have on the individuals they are issued to. There is also an interest in understanding at what stage C5

delivery is best. Is it immediately at the custody suite or two to three weeks after the offence? There is no guidance on this, however it is important to note that the risk assessment alone can take up to two weeks. An additional area for exploration may be to understand how effective the referrals to third partners such as Barnardo's has been.

LOT 4 – Risk Assessment and Management

(Comprises of 2 Case Studies)

SARA/SAM (1 of 2)

CoP ref:	1/A37 (LOT 4: 1 of 2)
Intervention name:	Police SARA v3/SAM pilot
Intervention focus:	Domestic Abuse; Stalking and Harassment; Vulnerable Adults at Risk.
Stage:	Partially Implemented.
Area covered	Three forces: Cumbria, Lancashire and West Midlands.
<p>Problem</p> <p>The police response to domestic abuse perpetrators, and in particular those who are serial and repeat perpetrators or considered high risk, has been under scrutiny particularly in light of the progression of the proposed Domestic Abuse (DA) Bill. When managing sexual offenders, legislation provides the police with both powers and responsibilities. This is not the same for violent offending, in particular for high risk serial and repeat perpetrators and those involved in stalking behaviour. These inconsistencies around powers and responsibilities are under discussion through the progression of the DA Bill and may change in the future. In the meantime, the police need a more coherent and coordinated response to the risk presented by perpetrators of repeat violence, in particular in their management of offenders and offending behaviour. Currently there is a gap in provision whereby some repeat perpetrators are identified as a risk but are not in receipt of any statutory supervision from the National Probation Service (NPS), Multi-agency Public Protection Arrangements (MAPPA) or structured police response.</p> <p>Response (i.e. the intervention)</p> <p>The National Police Chief's Council (NPCC) portfolio leads for the Management of Sexual or Violent Offenders (MOSOVO), and Domestic Abuse, have a joint national working group. A three-force pilot commenced in November 2018 looking at the application of a police risk assessment and management tools for serial and repeat perpetrators of domestic abuse and stalking. The tools being trialled are the Spousal Assault Risk Assessment guide (SARA V3), which is the latest version of the risk assessment and management tool used by the NPS for domestic abuse cases; and the Stalking Assessment and Management tool (SAM), used for managing stalking cases. Both of the SARA V3 and SAM are desk-based structured professional judgement risk assessment tools, and will be used by police staff offender managers to assess the risk posed by each individual. Both SARA V3 and SAM allow the police to consistently assess risk and produce actual risk management plans, whereas previously officers would simply just identify the high risk individuals using professional judgement. Historical risk management practice has focused mainly on the victim and their protection, however the</p>	

SARA and SAM tools are more holistic, covering both the victim and offender, for example by identifying support networks available to offenders.

Officers will use a paper-based booklet to complete the SARA V3 and SAM assessments, as well as uploading relevant information captured during this process into local force systems. Risk management plans will be recorded on paper initially. Following the next update to IT systems used by MOSOVO; the plans will be recorded within the system directly.

The training for SARA V3 and SAM have been delivered by the developer and license holder, Professor P. Randall Kropp from Canada, to 25 police staff across three forces. The three forces will utilise their existing inforce multi agency arrangements to deliver the response. Although these forces differ in size, their arrangements are quite similar and include all multi-agency public protection arrangements (MAPPAs), Integrated Offender Management (IOM) and Multi Agency Risk Assessment Conference (MARAC) partners.

Target

A cohort of offenders will be identified by forces as the critical few whose antecedence or intelligence suggests that they require active police intervention and management. This will be targeted at violent offenders, in particular high risk serial and repeat perpetrators, and those involved in stalking behaviour.

Data

No data is currently being collected as this is a new process and pilot.

Research considerations

A process evaluation would seek to explore how well the tools are implemented, and the officers' perceptions of their ease of use and impact. An impact evaluation would seek to explore efficacy of the tools for police use, impact on risk management and re-offending, and whether they enable better outcomes for victims.

In relation to sample sizes, it is anticipated that approximately 200-300 offenders could be identified. However if the cohort was less targeted and included low risk individuals numbers could reach between 500 and 1000 offenders.

High Harm Perpetrator Unit (2 of 2)

CoP ref:	B/129 (LOT 4: 2 of 2)
Intervention name:	High Harm Perpetrator Unit (HHPU)
Intervention focus:	Domestic Abuse, CSE, CSA, Adult sexual offences, vulnerable adults
Stage:	Partially Implemented
Area covered	Force wide in one Southern Police Force

Problem

The prevention of high harm offending is of paramount importance to ensure the public are safe from the most dangerous offenders. The HHPU in Surrey Police uses an algorithm and referral process to provide a unique approach to proactively identifying high harm perpetrators who would not have been managed through other statutory measures

such as MAPPA or IOM. Through identification and bespoke offender targeting/rehabilitating; it aims to directly reduce and prevent the harm they cause to the community and in particular vulnerable victims.

Response (i.e. the intervention)

In September 2017 Surrey Police introduced a pilot on one of its three divisions which amalgamated the ViSOR/MOSOVO team with the IOM team (Integrated Offender Management) team; this created the HHPU (High Harm Perpetrator Unit). The HHPU was designed not only to prioritise and target sexual offenders, serious violent offenders and prolific offenders (re-scored based upon threat, harm and risk) but also to identify any high harm perpetrators where a provision could be imposed to either target ('catch and convict') or rehabilitate them so as to reduce their offending and overall risk of harm to the community. This practice is intrinsic to the reduction of harm against vulnerable victims of crime.

In order to identify and prioritise the offenders causing the greatest amount of harm in the community, an algorithm was designed. The algorithm prioritises the existing cohort (ViSOR and IOM) but additionally identifies any offenders that fall outside of this cohort yet are classed as high harm perpetrators using a combination of a re-offending score and a harm score.

A HHPU Referral meeting occurs every fortnight and is informed by the 'Top 100 offender' list. The referral meeting is chaired by the HHPU Detective Inspector and attendees include the IOM Police Sergeant, ViSOR Detective Sergeant, MARAC Co-ordinator, IOM Co-ordinator and any other relevant parties; this will be extended to include Probation and Community Rehabilitation Company (CRC) once co-located.

A discussion list is prepared by the IOM Co-ordinator and includes the Top 10 HHPU offenders, new entrants onto the 'Top 100' and professional referrals such as those from other departments, MAPPA or MARAC. During the meeting, decisions are made as to how HHPU can add value to targeting these perpetrators; this may be through Police IOM adoption or nomination to the divisional tasking group so that resources can be allocated to prioritise the Threat, Harm and Risk.

Both Probation/CRC and MAPPA are fully supportive of the practice; however, in order to provide a more streamlined approach, Probation are in the process of co-locating with the HHPU. Due to the success of the HHPU, a decision has been made to roll it out Force-wide, it is expected that full implementation will begin in early 2019.

Target

The practice is aimed at High Harm perpetrators based upon offence type. However, professional judgement also allows for perpetrator referrals where they are not identified through the algorithm e.g. MARAC or the Child Exploitation Team.

Research considerations

Performance is currently tracked through the Crime Harm Index and HO Cost of Crime. In addition, qualitative measures are able to demonstrate the impact through specific offender journeys. A key focus of evaluation activity would need to be on understanding the impact of the targeting and rehabilitation activity to explore which was the most effective. Further detail on what proposed interventions consist of would need to be a central part of the evaluation alongside validation of the algorithm/tool.

Part 2 - Contract Terms

See separate document