

Guidance on Effective Case Management & Key Working for Children & Young People Vulnerable to Involvement in Violence

Summary

- YEF is seeking an individual or team to produce interim guidance on effective case management & key working for children & young people vulnerable to involvement in violence
- The interim guidance will inform YEF's Area Leaders Programme module on understanding pathways, referrals & journey mapping, and will be further refined and finalised by YEF in 2026 and published as a stand-alone resource for wider multi-agency violence prevention partnerships
- The deadline for proposals is **5pm 10 June 2025**. We intend to conduct interviews **18/19 June** and to appoint the successful team **by the end of June 2025**.
- The deadline for the full draft report is **30 September 2025**.
- The deadline for revisions further to feedback is **15 October 2025**

Background

The Youth Endowment Fund (YEF) is a charity with a mission that matters. We exist to prevent children and young people becoming involved in violence. We do this by finding out what works and building a movement to put this knowledge into practice.

Children and young people at risk of becoming involved in violence deserve services that give them the best chance of a positive future. To make sure that happens, we fund promising projects and then use the very best evaluations to find out what works. We also synthesise the best available evidence from across the world and then aim to mobilise what we learn across various sectors to make a change to the lives of children.

It is also imperative that YEF fully understands the context in which children live, and in which services operate to support them. Only then can we make evidence-based recommendations on how best to reduce serious violence amongst children and young people. Alongside our programme funding, and evidence synthesis work, we fund a wide range of research projects (including data analysis, youth understanding work, and practice reviews) to better understand young people's lives, and the systems and services that surround them.

The Area Leaders Programme

The primary purpose of this guidance is to support the delivery of the YEF Area Leaders Programme (ALP). The ALP is a programme for multi-agency violence reduction partnerships in local authority areas. The programme aims to equip area leaders with the knowledge, tools and partnerships needed to deliver effective, evidence-informed violence prevention strategies focused on people, places, and practice.

In 2024/25, we piloted the programme in four local authority areas. In 2025/26, we are expanding to ten more areas, followed by a second group of ten in 2026/27.

Following partnership recruitment, each partnership will complete a self-assessment framework to identify local strengths and areas for development. Successful partnerships will then take part in a 12-month development programme from Autumn 2025. This will include a core set of modules for all sites, alongside tailored support to address site-specific priorities identified through the self-assessment. The programme is designed to align with the government's Young Futures Prevention Partnership programme and meet the requirements of the Serious Violence Duty.

Our programme hypothesis is that areas are more effective at preventing children's involvement in violence if they do five things well:

- **Partnerships:** Build strong, accountable partnerships with clear roles, governance, and measurable goals.
- **Profile:** Understand the local drivers, context, and patterns of serious violence.
- **People:** Identify the children most at risk and ensure they get the right support at the right time.
- **Places:** Pinpoint high-risk locations and take action to make them safer.
- **Practice:** Share and apply best practice consistently across all key agencies.

The programme modules are designed around these five key areas. Following completion of each module¹ partnerships are required to complete a local action plan, supported by a range of YEF guidance, tools and resources.

Project aim

Effective case management and key working provide a structured, coordinated approach to meet children's needs. When done well, they improve outcomes by ensuring joined-up support across services, strengthening system accountability and enabling timely, tailored responses to risks.

This project aims to support the development of the ALP 'People' module, which will include a workshop on *Understanding pathways, referrals and journey mapping*. Specifically, we are commissioning the production of interim guidance on effective case management and key working, alongside supporting materials for local delivery, including:

- A structured workshop outline;
- Workshop slide content;
- Facilitator prompts or practical delivery notes;
- And, where appropriate, additional tools or resources to help local partnerships review, reflect on and strengthen their practice.

¹ [DRAFT ALP TOC May 2025.docx](#)

The interim guidance and accompanying materials will be used in workshops delivered by YEF with each local partnership. Following the workshop, sites will use the guidance to inform their local action plans focused on improving case management and key working arrangements. These materials will also feed into the wider ALP evidence base and inform final guidance, to be published by YEF in 2026 and made available to multi-agency partnerships beyond the ALP.

We welcome proposals to deliver the full package (guidance, workshop design, and tools). However, bidders may also propose to deliver only the interim guidance. In this case, they should ensure the guidance aligns clearly with the structure and aims of the ALP module and provides a foundation for effective workshop delivery. Budgets should be adjusted accordingly.

Key questions

These questions are intended as a starting point to guide the focus of the guidance project. They are not exhaustive, and we welcome proposals that expand or adapt them.

Features of effective support

- What are the defining features of high-quality case management and key working for children and young people at risk of violence?
- How do different models of case management (e.g., single key worker vs. multi-agency team) affect engagement and outcomes?
- What processes and tools are most effective for assessing risk, identifying needs and planning support?

Coordination and multi-agency practice

- How do agencies collaborate effectively to deliver joined-up support to vulnerable young people?
- What governance, referral and escalation mechanisms support coherent multi-agency case management?
- What role does data sharing and information governance play in supporting timely, effective interventions?

Engagement

- What enables key workers to build trust and sustained engagement with children and families at risk of or involved in violence?

Race equity

- How can case management practice actively challenge racial disparities and support equity in access to and outcomes from services?

Workforce

- What competencies, training and supervision structures are needed to support effective key working?
- What are the most effective approaches to supporting staff well-being and preventing burnout?

Barriers and enablers

- What structural and operational barriers (e.g. fragmented systems, lack of shared priorities) limit effective case management and how have they been overcome?

Race equity

There are significant racial disparities in children's experience of violence and youth justice. For instance, 26% of children in Youth Custody are Black, compared to 6% in the population in England and Wales aged 10–18. Our 2023 survey of 7,500 children found that while the majority of violence was committed by White children (70%) and most victims were White (72%), Black teenage children were, on average, more likely to be vulnerable as both victims (21%) and perpetrators (22%) compared to White children (16% and 14%, respectively).²

The Youth Endowment Fund's mission is to prevent children and young people from becoming involved in violence. We can't achieve this mission if we do not challenge this racial inequity. Addressing these disparities is an important aspect of our work, and race equity should be considered in the response to this call for proposals, and in the final interim guidance.

Required outputs and suggested methodology

We encourage bidders to propose amendments/additions that they think could help meet the aims of the project. We would expect to finalise the detailed outputs and methods with the appointed individual/team. However:

We would expect to see a detailed written discussion that draws from:

- a. Desk based research:
 - a rapid review of existing evidence.
 - good practice case studies
- b. Additional methods suggested by the individual/team.

N.B. we have provided links to some useful background papers³⁴⁵

The interim Guidance report should include:

- a. An executive summary
- b. An introduction
- c. Methodology
- d. Up to 10 recommended actions for effective violence reduction multi-agency partnerships with details under each recommendation on how it may be implemented in practice
- e. Best practice case studies
- f. A bibliography

² [Children, violence and vulnerability 2023](#)

³ [Multi-Agency Responses to Serious Youth Violence: Working Together to Support & Protect Children](#)

⁴ [Preventing Serious Violence: Summary](#)

⁵ [A review of the literature on how the systems of support available to young people & their families work to prevent serious violence](#)

This should be submitted alongside supporting materials for delivery⁶, including:

- A structured workshop outline.
- Workshop slide content.
- Facilitator prompts or practical delivery notes.
- And, where appropriate, additional tools or resources to help local partnerships review, reflect on and strengthen their practice.

Upon sharing the final report with us, we would expect the individual/team to provide a short presentation to the YEF team on the interim guidance. YEF will pay for the peer review of the report.

Timeline

The deadline for proposals is 5pm 10 June. We intend to have appointed the successful individual/team by the end of June. Interviews will take place 18/19 June.

The deadline for the full draft report is 30 September 2025, after which a peer review process will take place. The deadline for revisions further to feedback is 15 October 2025

Budget

We expect the project to cost between £35,000 and £50,000. We will be judging bids on value for money rather than absolute will consistently prioritise proposals that give good value for money and strongly discourage evaluators using this figure as the sole driver of their costs.

We would not expect VAT to be included in budgets. Pass through VAT via sub-granting work to other organisations may in some circumstances be included. However, it is up to the individual/team to decide if they need to include VAT, and any charges must be covered within the total grant amount.

We do not require budgets to use a specific template in proposals. Any approach that enables us to see total cost, the cost of project components, day rates, and number of days assigned to each team member is sufficient.

How to apply

YEF will judge applications using the following criteria:

- **Subject expertise (25%).** How much expertise does the team have relating to violence reduction partnerships and effective multi-agency partnership working?
- **Project experience (25%).** How much experience does the individual/team have in delivering similar projects?
- **Proposed methodological approach (30%).** What methodology has the individual/team suggested, and does it match our needs? Does the proposed

⁶ Unless you are proposing to deliver only the interim guidance. In this case, bidders should ensure the guidance aligns clearly with the structure and aims of the ALP module and provides a foundation for effective workshop delivery. Budgets should be adjusted accordingly.

approach demonstrate an understanding of how to embed race equity throughout the research design, data collection, analysis, and reporting?

- **Value for money (20%).** Does the bid represent value for money?

Where individuals/teams may be weak in any of the above areas, we encourage applicants to seek expert consultants and partnerships to supplement their bid. Proposals should be no longer than 2,500 words, and should set out the individual/team's expertise, experience, methodological approach, and budget. You may attach relevant documents to support your application – this will not be included in the word count.

As noted above, we are open to individuals/teams suggesting their own approaches, and/or suggesting improvements and amendments to our own. You are welcome to apply for multiple projects, particularly if there are opportunities to streamline methods or reporting for greater efficiency.

Please email your application to

gail.gibbons@youthendowmentfund.org.uk and catherine.fayers@youthendowmentfund.org.uk by 5pm on 10 June.

If you have any questions regarding the project, please email these to

gail.gibbons@youthendowmentfund.org.uk and catherine.fayers@youthendowmentfund.org.uk by 5pm on 3 June.