

Organisation Name		Reference code (for office use only)
Tailored Futures		2026-05-YWG28
Organisation Address		
9 Harbour House Coldharbour Lane Rainham Essex RM13 9YA		
Website Address		
www.tailoredfutures.org		
How did you hear about the Triangle Trust		
Word of mouth		
Please describe your organisation's purpose in one to two sentences		
Tailored Futures (TF) is a specialist organisation supporting people affected by the criminal justice system, with employment, training and education at the centre of our work.		
Type of Organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
No		
Community Interest Company	Registered Companies House Number	Date Registered
Yes	11689757	2018
Social Enterprise	Has your organisation been awarded the Social Enterprise Mark?	Year Awarded
No		
Grant Summary		
TF seeks funding to deliver the ANCHOR programme in Newham and Barking and Dagenham. ANCHOR provides trauma-informed mentoring, structured group work, and through-the-gate reintegration support to young women and girls aged 11 to 25 at high risk, including those in pupil referral units and girls leaving Oasis Restore.		
Please describe your principal beneficiaries.		
Tailored Futures (TF) is a specialist organisation supporting people affected by the criminal justice system, with employment, training and education at the centre of our work. We work with a diverse range of individuals, and our services regularly include women and girls facing complex and overlapping challenges such as exploitation, trauma and system involvement. Our principal beneficiaries for this programme are young women and girls aged 11-25 who are at risk of entering, or already in contact with, the criminal justice system. We will prioritise three groups: girls in pupil referral units in Newham and Barking and Dagenham, where exclusion increases vulnerability to gang involvement and county lines exploitation; girls leaving Oasis Restore secure school who require consistent, through-the-gate reintegration support; and young women in the wider community who have been groomed into criminal activity, including those identified as both victims and offenders.		
Please describe the specific local needs of the young women and girls you work with that this project will address		
<i>Maximum 4000 characters</i>		
The young women and girls this project serves live across some of the most deprived neighbourhoods in England. Newham ranks 5th most deprived local authority in England		

(IMD 2019), with 52% of its LSOAs in the worst decile nationally. Barking and Dagenham ranks 11th. Both boroughs sit within the Metropolitan Police's North East Basic Command Unit, which records the highest concentration of serious youth violence in London. Forty-nine percent of children in Newham live in poverty after housing costs (End Child Poverty, 2024), the second highest rate in London. In Barking and Dagenham, the figure is 39%. Permanent school exclusions in Newham reached 284 in 2022/23, disproportionately affecting girls from Black and minoritised backgrounds. Once outside mainstream education, the route into the criminal justice system accelerates. The pattern of harm to young women and girls is specific. The Metropolitan Police recorded 4,847 gang-related offences in Newham in 2023/24. Female involvement in gang activity is rising sharply. Girls are recruited as couriers, exploited in county lines drug networks, and targeted for sexual violence by gang members. Many present as offenders while remaining victims. Agenda Alliance (2023) found that girls involved in gang activity were three times more likely to have experienced domestic abuse at home and twice as likely to have been permanently excluded. For young women in approved premises and under probation supervision in North and East London, the picture is compounded.

The HMPPS Female Offender Strategy Delivery Plan (2022 to 2025) confirms that women in the criminal justice system carry significantly higher trauma loads than their male counterparts. More than 60% have experienced sexual abuse, domestic violence, or both. London has only one women's approved premises (Hestia Battersea, converted from male provision in 2020), meaning women returning to North and East London after custody often resettle into the same neighbourhoods that produced the conditions of their offending, without sustained ETE-led support.

Mental health is a driver across all four delivery contexts. NHS East London data shows that 1 in 5 girls aged 11 to 16 meets the threshold for a clinical mental health disorder. Fewer than 1 in 3 receive specialist support. We identified this need through structured community-led design. Between September 2024 and March 2025, we ran 6 focus groups with 138 young women and girls in Newham and Barking and Dagenham. We held 15 structured consultations with stakeholders including the London Probation Service, the Youth Offending Service, schools, the Metropolitan Police's Violence Reduction Unit, Pupil Referral Units, elected members, and community organisations.

We spoke to more than 30 parents and carers across 15 schools. The message was consistent. Girls who are disengaged, excluded, in custody, on licence, or already in contact with the police have almost no provision designed specifically for them. This need is mirrored across strategic frameworks at every level. Locally, the Newham VAWG Strategy and the Barking and Dagenham Community Safety Partnership Plan both name early intervention with at-risk girls as a stated priority. Regionally, the Mayor of London's Violence Reduction Unit explicitly funds work targeting girls drawn into violence and exploitation, and the Mayor's Strategy for Tackling Violence Against Women and Girls calls for sustained community-based provision. Nationally, the MoJ Female Offender Strategy and the Home Office Tackling Violence Against Women and Girls Strategy both call for gender-responsive, trauma-informed Education, Training, and Employment (ETE) pathways in community settings. Provision matching this brief does not exist in Newham, Barking and Dagenham, Oasis Restore, or across the North and East London approved premises and probation footprint at any meaningful scale. This project fills that gap.

What are the key outcomes you will be seeking to achieve for young women and girls either at risk of offending or who are already caught up in the criminal justice system?

(Maximum 3000 characters)

We have aligned our outcomes directly with The Triangle Trust 1949 Fund's Theory of Change. The project contributes to all four of the Trust's stated impact areas: young people avoiding involvement with the criminal justice system and moving on positively, reduced

reoffending rates for young people, avoidance of first offences for high-risk young women on the edge of the system, and stronger sector evidence on what works. Five participant-level outcomes sit beneath this.

First, reduced risk of further offending or first conviction. Sustained engagement with a trusted, female-led ETE programme is a recognised protective factor. Evidence from MoJ Justice Data Lab studies on ETE-led desistance work shows meaningful reductions in reoffending among participants completing 12 months or more of structured contact. Second, improved mental health and emotional regulation. Participants build practical tools for managing trauma responses, stress, and conflict. Girls in Oasis Restore and women in Hestia Battersea and on licence in the North and East London catchment carry the highest trauma loads in the cohort and receive the most intensive relational support.

Third, increased engagement and sustained progression in education, training, or employment. This is Tailored Futures' core methodology. For girls out of school or in PRU provision, the programme acts as a structured bridge back into learning. For those in Oasis Restore, it supports continuation of learning during and after custody. For women on licence, it directly supports the conditions of their order and increases the likelihood of meaningful resettlement.

Fourth, stronger social connections and pro-social peer networks. Many participants are deeply isolated, with peer groups concentrated around risk rather than support. We replace those networks with structured, positive ones built around shared progression goals.

Fifth, increased confidence, agency, and voice. Girls who have been groomed, exploited, or criminalised experience significant loss of self-worth. The programme is designed to restore that through achievement, recognition, and the experience of being known. At sector level, the project contributes directly to the Trust's Theory of Change commitment to better evidence of what works. We will publish a learning paper at month 18, sharing what we have learned about delivering gender-responsive ETE provision across community, custodial, and resettlement contexts. Findings will be shared through the Corston Independent Funders Coalition, the Mayor's VRU practitioner network, and the Female Offender Sector Strategic Forum.

How will you track the impact you are making?

(Maximum 3000 characters)

We will use a mixed-methods monitoring and evaluation framework combining validated tools, statutory data, and qualitative evidence gathered directly from participants. At entry, each participant completes a baseline assessment using the Rickter Scale, a tool widely used in youth justice and probation settings that measures self-assessed progress across relationships, education, employment, and wellbeing. We repeat this at 6 and 12 months. We also use the Warwick-Edinburgh Mental Wellbeing Scale, adapted for young people, to track changes in emotional health over time.

For participants engaged through the Youth Offending Service, London Probation, or Hestia Battersea approved premises, we gather data on offending behaviour with appropriate consent and information-sharing protocols. Reoffending data is the central outcome metric for the cohort already in contact with the system. ETE progression data (entry into education, training, or employment, and sustained engagement at 13 and 26 weeks) is the central outcome metric for the wider cohort, drawing on Tailored Futures' established reporting framework with NPS.

For girls at Oasis Restore, we work with secure school staff to gather attendance, behaviour, and educational progress data.

All participant data is recorded on Upshot, the monitoring and evaluation platform used across the Triangle Trust grantee community. Upshot enables real-time tracking of session attendance, demographic data, outcome progression, and contact hours, and supports comparable reporting back to the Trust.

Qualitative evidence is gathered through structured conversations at key points in the programme, conducted by a trusted programme staff member rather than an external evaluator. This produces more honest feedback. We also capture case studies with informed consent, recording individual journeys and the specific changes that take place. For girls transitioning from Oasis Restore, from Hestia Battersea, or off licence into the community, we conduct follow-up contact at 3 and 6 months post-release or post-licence. We track engagement with our programme, re-arrest, return to education, and progression into employment or volunteering.

We report to The Triangle Trust at 6-monthly intervals, providing quantitative data and two case studies per reporting period. The month-18 learning paper contributes directly to the Trust's Theory of Change ambition to grow sector evidence of what works.

What are the key activities you will undertake with this funding to achieve these outcomes?

(Maximum 3000 characters)

The project delivers Tailored Futures' established Stability, Pathways, and Reintegration methodology across four connected strands, adapted for young women and girls in or at risk of the criminal justice system. Trusted one-to-one relationships are the mechanism for change. ETE progression is the measurable outcome.

Strand 1: Community delivery in Newham. We run weekly group sessions and one-to-one ETE coaching from a community venue in the borough, supported by partnerships with local schools, the Newham Youth Offending Service, and PRUs. Participants complete an initial Stability assessment (housing, finances, family, wellbeing), move into a Pathways phase (identifying education, training, or employment goals), and enter a Reintegration phase (placements, sustained employment, volunteering). The cycle is gender-specific and trauma-informed throughout.

Strand 2: Community delivery in Barking and Dagenham. We replicate the Newham model from our existing operational base in Rainham, extending structured reach into a borough with comparable levels of deprivation and gang-related risk. The same delivery team operates across both sites to allow participants to move between them as circumstances require.

Strand 3: In-reach at Oasis Restore. We deliver weekly ETE-focused sessions inside the secure school, working with girls in custody on goal-setting, skills development, and post-release planning. Sessions are designed in partnership with Oasis Restore's education and wellbeing teams. Transition planning begins at least 8 weeks before a girl's expected release date, connecting her to our community strand in Newham or Barking and Dagenham as the bridge back into the community.

Strand 4: Approved premises and probation in North and East London. We deliver fortnightly group and one-to-one sessions at Hestia Battersea (the only women's AP in London), serving women returning to the North and East London catchment after custody. We also run weekly ETE drop-in sessions across the Newham, Tower Hamlets, Hackney and City, Redbridge and Waltham Forest, and Barking, Dagenham and Havering Probation Delivery Units, by referral from probation practitioners. This strand builds directly on Tailored Futures' existing NPS contract for ETE support in approved premises.

Across all four strands, each programme block ends with a recognition event where participants present their progression and connect with peer role models. We run two annual residential experiences for participants who have completed a full block.
How many girls will you be working over the course of the grant?
160
Does your proposed project already exist or is this a new piece of work? If this project is already operating, please describe how you will build on what you have achieved to date. If this is a new piece of work, please explain what this funding will enable you to do differently.
<i>(Maximum 3000 characters)</i> his project builds on existing Tailored Futures delivery but represents a significant development in both cohort focus and geographic reach. Tailored Futures CIC was founded in 2014 and registered as a Community Interest Company in 2018. We deliver Education, Training, and Employment services for people with lived experience of the criminal justice system. Since 2016, we have held an established contract with the National Probation Service providing ETE support to high-risk individuals living in approved premises. We have also delivered the Big Lottery-funded 'Fixed 4 Your Futures' programme with Prospects, supporting young people with life skills development, and worked with Brent Council's looked-after young people to support transitions into independent living. Across these programmes we have placed participants into sustained employment across fitness, hospitality, construction, and other sectors, with very low reoffending rates among service users. Our existing AP work is currently delivered to a mixed-gender adult cohort. Our community-led design process across late 2024 and early 2025 made clear that young women and girls in or on the edge of the criminal justice system have distinct and unmet needs that our existing model does not fully serve. Girls in custody at Oasis Restore, women resettling through Hestia Battersea, and women supervised in the community across the North and East London PDU footprint require trauma-informed, gender-specific ETE delivery that connects custodial, resettlement, and community contexts. This funding will enable us to do four things we cannot currently do. First, it will fund a dedicated female-led Programme Lead working solely with this cohort, rather than mainstreaming them into our wider mixed-cohort delivery. Second, it will fund new structured community delivery in Newham and Barking and Dagenham, beyond the AP-focused contract we currently hold. Third, it will fund in-reach work at Oasis Restore, building a new partnership with the UK's first secure school. Fourth, it will fund a dedicated young women's strand in the North and East London PDU footprint, alongside work at Hestia Battersea. The Triangle Trust grant transforms Tailored Futures' established AP-based ETE expertise into a purposeful, evidenced, multi-context programme designed specifically for the young women and girls Triangle Trust exists to serve.
What expertise and track record do you have to be able to deliver this work successfully? Please specifically mention your expertise linked to gender and trauma informed approaches.
<i>(Maximum 3000 characters)</i>

Tailored Futures CIC has delivered ETE-led reintegration support since 2014, with a CIC structure formalised in 2018. Our nine-year track record spans approved premises, looked-after children's services, and Lottery-funded community work. We have placed participants into sustained employment in fitness, hospitality, construction, and other sectors, with very low reoffending rates among those who complete our programmes.

Our gender-responsive expertise has been built deliberately. From our existing AP work we have developed structured experience of working with women returning from custody, including the specific dynamics of trauma, domestic abuse history, substance use, and family separation that characterise the female offender cohort. For this project we are appointing a female-led delivery team specifically for the young women's strand, in line with the HMPPS Female Offender Strategy Delivery Plan and the Equality Act 2010 provisions on gender-specific service design.

All programme staff are trained in trauma-informed practice, equipping them to recognise trauma responses, avoid re-traumatisation, and build the consistent, boundaried relationships that produce lasting change. Training is refreshed annually. Staff complete structured reflective supervision.

For this project we are extending our trauma-informed training specifically to cover the contexts of secure custody (working with Oasis Restore's established framework) and women's approved premises (aligned with Hestia's resilience-informed model at Battersea). Our delivery model is intersectional in design, recognising that the disadvantage faced by the young women and girls we serve stacks across race, gender, class, and care experience.

We understand the dynamics of female gang involvement, female criminal exploitation, and the specific vulnerabilities of young women returning from custody. Our staff recognise the signs of exploitation and respond without judgement. We work closely with the Violence Reduction Unit and local children's services to ensure that concerns are escalated appropriately and that young women are not criminalised for behaviour that reflects their victimisation.

Our work has been externally recognised and we hold a sustained contractual relationship with HMPPS via the National Probation Service.

Does your organisation have existing knowledge and expertise working across the criminal justice system?

(Maximum 3000 characters)

Yes, and extensively. Tailored Futures CIC holds a contract with the Ministry of Justice and has delivered Education, Training, and Employment support to high-risk individuals living in approved premises under our National Probation Service contract since 2016. We deliver directly inside the AP environment, working alongside AP managers, probation practitioners, and partner agencies to support residents into sustained ETE outcomes on release.

Our operating knowledge of the criminal justice system includes the Multi-Agency Public Protection Arrangements framework, Integrated Offender Management, the licence conditions framework, and the practical day-to-day demands placed on women returning to the community after custody. We have established working relationships with London Probation across multiple PDUs and routinely receive referrals from probation practitioners.

For this project, we are extending these relationships specifically into the North and East London PDU footprint, covering Newham, Tower Hamlets, Hackney and City, Redbridge and Waltham Forest, Barking, Dagenham and Havering, Haringey, Camden and Islington,

Enfield, and Barnet. We have also opened formal engagement with Hestia Battersea, the only women's approved premises in London, to deliver gender-specific ETE support to women returning to our North and East London catchment.

Our partnership with Oasis Restore has been built over the past 18 months. We have engaged with Oasis Restore's education and wellbeing leadership and understand the operating environment of the UK's first secure school, including its trauma-informed framework and its reintegration planning processes.

Beyond direct CJS delivery, we have delivered ETE support to young people leaving care through Brent Council's looked-after children's services, and to young people at risk of exclusion through Prospects' Big Lottery-funded 'Fixed 4 Your Futures' programme. This gives us a robust foundation for working with the 11 to 30 age range in this project. We have engaged with the HMPPS Female Offender Strategy Delivery Plan (2022 to 2025) as the structuring policy framework for the women's resettlement strand. We follow a robust safeguarding framework with a designated safeguarding lead who liaises directly with local authorities, police, probation, and children's services.

We are specialists in building the ETE-led trusted relationships with women and people on probation that statutory supervision alone cannot provide.

Please explain how the grant will be spent and include a topline budget with brief explanations

(Maximum 3000 characters)

Total requested: £80,000 over 24 months (£40,000 per year).

Programme Lead salary (0.8 FTE over 24 months): £48,000. This funds the dedicated female-led member of staff responsible for coordinating all four delivery strands, managing referral relationships, and producing monitoring data. This is the core investment in the project's effectiveness.

Sessional ETE coaches and facilitators: £14,000. This covers fees for female sessional staff delivering across community sites in Newham and Barking and Dagenham, co-delivery at Oasis Restore, sessions at Hestia Battersea AP, and drop-ins across the North and East London PDU footprint.

Participant ETE resources, equipment, and training materials: £4,000. Covers training course access, certifications, work-readiness clothing, travel passes for participants accessing placements, and structured learning materials.

Travel and transport: £5,000. Covers staff travel across the four delivery contexts, including Battersea AP and the North and East London PDUs. Also covers participant transport to residential experiences.

Residentials: £3,500. Two annual residential experiences for participants who have completed a full programme block. Evidence from Tailored Futures' existing work shows that residentials produce significant gains in confidence, peer relationship quality, and ETE readiness.

Monitoring, evaluation, and Upshot licences: £3,000. Upshot licences for 24 months, external evaluation support for our end-of-grant impact report, and production of the month-18 learning paper.

Staff training: £2,500. Refresher and extended training in trauma-informed practice, gender-responsive ETE approaches, contextual safeguarding, and working in custodial and AP settings.

Total: £80,000.

All costs are directly attributable to the project. Tailored Futures' core overheads and our existing AP contract delivery are funded separately through our NPS contract and other grant income. This grant funds new programme delivery only.

Who will be responsible for overseeing and delivering this work?

(Maximum 3000 characters)

Our Founder, Titi Solarin, holds strategic responsibility for the project. She has led Tailored Futures since has direct experience of ETE-led reintegration delivery with adults across the approved premises estate. They maintain senior relationships with Oasis Restore, Hestia, the National Probation Service, the Youth Offending Service, and the Mayor's Violence Reduction Unit.

The project is led day-to-day by a dedicated female Programme Lead, funded by this grant. This is a 0.8 FTE role responsible for coordinating delivery across Newham, Barking and Dagenham, Oasis Restore, Hestia Battersea, and the North and East London PDU footprint. The Programme Lead manages sessional staff, maintains participant records on Upshot, produces monitoring reports, and holds the relationships with referral partners across all four contexts.

Community delivery in Newham and Barking and Dagenham is supported by female sessional ETE coaches, all DBS-checked. At least one coach has lived experience of the issues facing our participants.

Delivery at Oasis Restore is co-delivered by the Programme Lead and a member of Oasis Restore's own staff, ensuring continuity for girls inside the school.

The approved premises and probation strand is delivered in partnership with Hestia management at the Battersea AP and with probation practitioners across the Newham, Tower Hamlets, Hackney and City, Redbridge and Waltham Forest, and Barking, Dagenham and Havering PDUs. Referrals come through probation practitioners and AP managers. Tailored Futures holds the direct ETE delivery relationship with participants. Tailored Futures' Board, which includes members with backgrounds in education, employment, and criminal justice, provides governance oversight. The Board receives a programme update at each quarterly meeting. A dedicated project steering group, including representatives from Oasis Restore, Hestia, London Probation, the Youth Offending Service, and a young woman from our existing programme, meets biannually to review progress and provide challenge.

Safeguarding sits with our designated safeguarding lead, who has completed Level 3 safeguarding training and liaises with the local authority's designated officer.

How do you plan to continue this work once the grant ends?

(Maximum 3000 characters)

We take sustainability seriously and have planned for it from the outset.

By the end of the 24-month grant, we will have generated a strong evidence base demonstrating impact across four distinct delivery contexts: two of London's most deprived boroughs, the UK's first secure school, the only women's approved premises in London, and the North and East London PDU footprint. This positions us strongly for follow-on funding from multiple routes.

We are in early conversation with the Mayor of London's Violence Reduction Unit about commissioning continuation of the community delivery strands as part of the VRU's wider

Violence Against Women and Girls portfolio. This aligns directly with the Mayor's Strategy for Tackling Violence Against Women and Girls.

The Oasis Restore strand has potential for embedding within Oasis Restore's core operating budget as the secure school's reintegration offer matures. We are exploring this with Oasis Restore's leadership team.

The approved premises and probation strand has direct relevance to HMPPS commissioning routes through the Female Offender Strategy Delivery Plan and through the next phase of the Community Accommodation Service Tier 1 (CAS1) Approved Premises Policy Framework, published in September 2025. We are positioning this strand to extend our existing NPS contractual relationship into a women-specific commissioned offer from year three onwards.

We will also apply to complementary funders for matched investment to sustain the project beyond the initial funded period.

Across the grant period we will continue to develop our ReintegrateME AI platform as an additional sustainability lever, enabling participants to self-manage progression beyond intensive 1:1 support, lowering unit cost per participant in steady-state delivery. By the end of the grant we will have multiple credible routes to continuation: GLA/VRU commissioning at regional level, MoJ/HMPPS commissioning at national level for the resettlement strand, embedded delivery within Oasis Restore, and diversified grant funding. Grant dependency will not define our continuation strategy.

Will you be receiving funding from any other sources for this project?

(Maximum 3000 characters)

No

Do all staff have enhanced Disclosure and Barring Service (DBS) checks? If no please state why.

Yes

Reason why not all staff have DBS checks.

Total funding requested in this application (£30,000 to £100,000 with a maximum of £50,000 in one year)

£80000

Proposed grant start date

11/20/2025

Proposed grant duration in months

24

How much funding is required each year?

Year 1

£40000

Year 2

£40000

Year 3

£

What was your organisation's expenditure in the most recent financial year?

£82782

What was your organisation's annual income in the most recent financial year?

£137347

What value of unrestricted reserves did your organisation have at the end of the most recent financial year?

£72572