Consultancy Terms of Reference

Developing options for a more ambitious Latimer Network

1. Background

The Latimer Network is a cross-sector network convened by the Joffe Charitable Trust (JCT) that brings civil society together with government, law enforcement, regulators and a range of private sector actors to tackle the collective action failures that hold back the UK's response to illicit finance. Its theory of change frames the Network's role around three functions: building trust and collaboration, developing shared analysis, and unlocking key issues – the latter delivered through workstreams that target specific systemic chokepoints.

The Network is rapidly gaining traction but operates on a modest footing, all within JCT operating costs. JCT is spending down to close by the end of 2031. Its current strategy review recognised the limits of civil society acting alone and identified the LN as the Trust's most direct route to the more powerful actors in the system – but left open how central the Network should be to JCT's goals, and at what level it should be resourced.

JCT staff and trustees wish to consider whether, and how, greater investment from 2027 could deliver significantly greater impact in the time remaining, before further consideration is given to any potential future for the LN beyond 2031.

2. Purpose

To develop a small number of clear, costed options for increased investment in the Latimer Network from 2027 to 2031, setting out what each could realistically achieve, and how decisions on these should be made.

3. Scope of work

The consultant will:

- Identify options for increased investment. Establish parameters and identify options informed by the draft Joffe Trust Strategy 2027-2031, Latimer Network theory of change, and demand/interest of Latimer Network members. Include consideration of initial options already identified by the Network (see annex below).
- Develop and test the most promising options with LN members assessing demand, feasibility, cost, deliverability, and impact, alongside existing commitments and risks.
- Define each option's inputs, outputs and outcomes. For each option: the resources required (funding, staffing, hosting and support); what it would deliver; and the outcomes it could credibly achieve by 2029 and by 2031, expressed consistently with the theory of change and the new JCT strategy.
- Recommend how the choice should be made and progress measured, including how the options could be combined or sequenced, how JCT would know the increased investment is working, and any implications for beyond JCT's closure.

4. Approach

Desk review of the theory of change, recent LN strategy papers and the JCT strategy review; approximately 5-6 interviews with a cross-section of Network participants from each sector; discussion with JCT staff.

The consultant will work closely alongside the Latimer Network Convenor to develop the options, and be supported by a reference group drawn from Latimer Network members across sectors, convened by JCT. The group will meet twice: at the outset to provide initial steers and share member perspectives, and at mid-point to test emerging options before drafting. This also serves a second purpose: building member ownership of whatever direction is chosen, and piloting more member-led decision-making in the Network.

5. Deliverables

- A short options paper (maximum 15 pages) setting out the options, their inputs, outputs, expected outcomes and costs, and a recommended decision framework.
- A presentation and discussion with the JCT Board and/or staff team.

6. Timeline

Approximately 8–10 weeks, starting early October 2026, with potential presentation to the JCT Board on 15th or 16th December and the final paper delivered by the end of 2026 to inform decision-making in relation to JCT's 2027 budget.

7. Consultant profile

The successful consultant will meet the following essential criteria:

- Strong working knowledge of the UK economic crime and anti-money laundering landscape, including understanding of the most consequential unresolved debates in the field, understanding of public, private, and third sector interests, and insight into potential avenues for increasing impact;
- A demonstrable track record of conducting analysis and identifying bold, ambitious, yet feasible options;
- A demonstrable track record of producing decision-ready, evidence-based recommendations.

8. Management and budget

The consultant will report to the Latimer Network Convenor, with advice from the member reference group described above. Decisions on the resulting options rest with the JCT Board. The assignment is budgeted at up to 10 days, with some flexibility if justifiable. Proposals should include a brief methodology, day rate, and two relevant examples of previous work, and be submitted to josie@joffetrust.org by 31 August 2026. Due to extended staff leave it will not be possible to discuss these ToRs in advance of this deadline.

Interviews will be held in early-mid September.

ANNEX: Potential options already identified

1. Set up a co-investment challenge fund that LN can only bid into as cross-sector partnerships with matched cash or staff time, surfacing and supporting priorities the network wants to work on.
2. Lock in reforms, for example driving the Asset Recovery Alliance to operational adoption so that it becomes established practice rather than a concept proposal.
3. Raise the visibility and political priority of illicit finance, investing in making the issue politically salient beyond the specialist community, supporting network members to build and carry a shared public and political narrative.