

Commercial in Confidence

London Borough of Merton

Domestic Violence and Abuse Strategic Needs Assessment

December 2014

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1 Our understanding of your requirements

1.1 Introduction

The London Borough of Merton wish to commission an independent and expert organisation to deliver a comprehensive strategic needs assessment that covers domestic abuse, domestic violence and violence against women and girls (VAWG). This assessment will inform the strategic direction of the Borough over the next 3-5 years, highlighting gaps in current provision as well as practice and processes.

In line with the specification, the strategic needs assessment will include and pay necessary attention to the following areas:

Specific to Domestic Abuse (but not the wider VAWG agenda)

- Areas of strength / weakness within existing service provision.
- Current service provision, investment in services, performance (i.e. do they deliver what they are commissioned to deliver) and functionality.
- Current approach to performance management and reporting.
- Gaps in provision as determined by “good practice” and recommended practice guidance (e.g. current draft NICE guidance).
- Any overlaps / duplication of provision.
- Links (formal and informal) with other agencies particularly in relation to Safeguarding and the Multi Agency Strategic Hub (MASH).
- Existing referral processes and procedures.
- Staff training / supervision and management.
- Assessment of need including any correlations between deprivation and prevalence and visioning for the future.
- Customer journey and experience analysis for the purpose of identifying good practice delivery models.
- Benchmarking Merton against comparable Boroughs in respect of present service provision and delivery.

The VAWG agenda

- Visioning regarding the whole VAWG agenda and the future impacts on Merton in regards to changes in demographics and working practices.

More about how our proposed methods will address project outcomes in line with the specification is highlighted in Figure 2.

As detailed below, we have the capacity, capability, knowledge, skills and experience to deliver this needs assessment to time, budget and specification.

1.2 Why Cordis Bright?

We have a strong track record of delivering needs assessments, research and evaluation in the fields of domestic abuse, domestic violence and violence against women and girls (VAWG) to time, budget and specification. For example, recently we have successfully:

- Produced the draft Tri-borough VAWG needs assessment (we are currently in the process of finalising the report).
- Delivered, on behalf of the Home Office, research into the effectiveness of MARACs.
- Supported a number of local authorities develop and implement commissioning processes for domestic abuse services.
- Delivered a number of academically robust evaluations of domestic abuse services for statutory and voluntary and community sector clients.

More about this experience is outlined in Section 3.

We are strongly placed to meet your needs because:

- We have a demonstrable track-record and expertise in delivering needs assessment in this and similar fields across criminal justice, children and young people's services, public health and adult social care.
- We offer a unique team, with a skill-set that combines real strategic, managerial, operational and academic experience.
- This project needs to be delivered to a challenging timescale. Clients commonly commission us because of our ability to deliver projects to time, budget and specification.
- We are currently delivering support to the London Borough of Merton's Youth Justice Service and Children's Service.

2 How we will meet your requirements

2.1 Overview

Based on our experience of delivering similar needs assessments, Figure 1 provides a summary of our proposed approach for delivering this project. However, we recognise that there is more than one way to deliver this project. In line with our collaborative approach, we would welcome the opportunity to tweak and amend our proposal to ensure we deliver a needs assessment that meets your requirements.

Figure 2 summarises how our proposed methods address your required outcomes as outlined in the specification.

The following sections provide more detail as to how we propose delivering this project for the London Borough of Merton.

Figure 1 Summary of our proposed approach

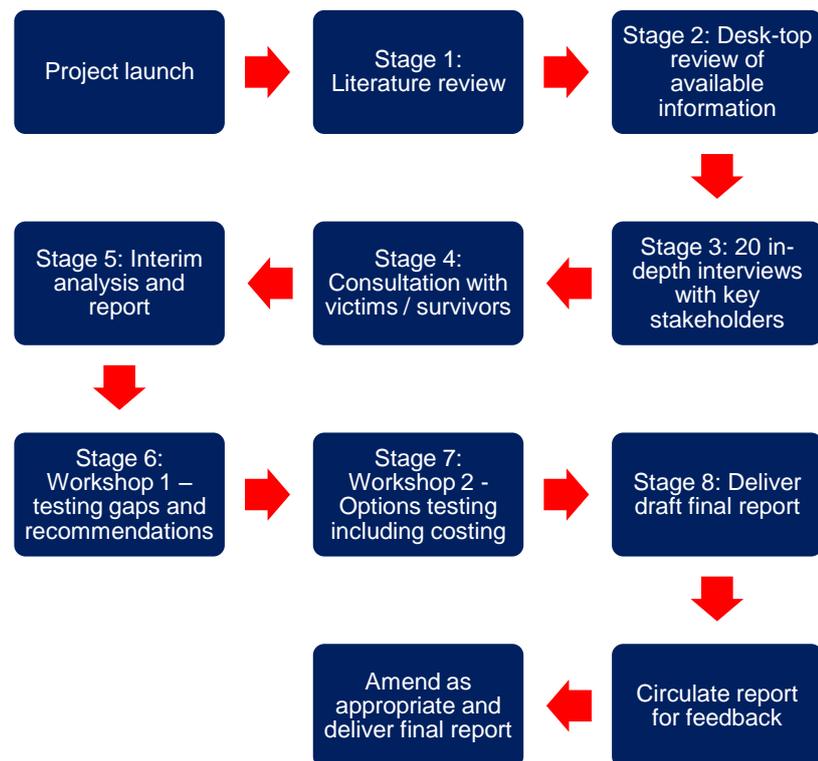


Figure 2 Summary of how our proposed methods will address your expected project outcomes

	Literature review	Review of available information	20 in-depth interviews with key stakeholders	Consultation with victims / survivors	Interim analysis and report including feedback	Workshop 1 – testing gaps and recommendations	Workshop 2 – Options testing including costing	Deliver draft final report
A clear set of recommendations and options based upon the findings and good practice locally and beyond. The recommendations will include an estimated costing envelope.	✓	✓	✓	✓	✓	✓	✓	✓
The above recommendations with also cover future joint and/or single agency commissioning priorities.	✓	✓	✓	✓	✓	✓	✓	✓
Assess the effectiveness of current partnership arrangements for the MARAC/OSS/IDVA's and make recommendations to improve the effectiveness of local arrangements.	✓	✓	✓	✓	✓	✓	✓	✓
Present findings and recommendations to high level strategic boards and committees and to present to senior staff at both the half way and final point of the project.					✓			✓
Inform the development of a domestic violence and abuse continuous improvement and action plan.	✓	✓	✓	✓	✓	✓	✓	✓
Highlight areas of good practice and any shortcomings and weaknesses that already exist.	✓	✓	✓	✓	✓	✓	✓	✓
Inform the strategic direction of the Borough over the next 3-5 years and in general to highlight any gaps in current provision in terms of physical service type(s) along with practice(s) and process(es).	✓	✓	✓	✓	✓	✓	✓	✓

2.2 Project launch

At the project launch meeting we would like the opportunity to discuss, agree and finalise with you: (a) your requirements from the needs assessment, (b) approach and methods, (c) key contacts, (d) project plan, timescales, milestones and deadlines, (e) dates for future meetings, and (f) any other business.

More about our approach to project management can be seen in Section 2.5 below.

2.3 Methodology

Based on our experiencing of delivering similar strategic needs assessments and support, and in line with your specification, we propose delivering this project in the following stages:

- **Stage 1: Literature review of good practice/strategic guidance:** We will deliver a review of current local, regional and national strategies to tackle domestic abuse, domestic violence and violence against women and girls. We will provide an overview of current best practice concerning “what works” in relation to delivering domestic abuse and VAWG services. This will build on and refresh work we have already conducted in this area.

Our approach would be to: (a) draft, agree and finalise a list of search terms with you (this would be based on our previous work in this area), (b) conduct a literature search, draft a bibliography of documentation and share it with you for your feedback, and (c) conduct and deliver the literature review. We are highly experienced in delivering academically robust literature reviews to tight timescales. We are also skilled at assessing the robustness of evidence which will be important for providing an overview of best practice and “what works” in this area. The review will be completed by our highly qualified, experienced and expert in-house research team.

- **Stage 2: Collection, collation and desk-top review of available information:** We would like to discuss and agree the most appropriate approach to collecting and collating available strategic, operational, financial and monitoring information across the system with you at the project launch meeting. We would envisage a process similar to the following: (a) identifying relevant stakeholders across the system who are likely to hold useful information for the review, (b) circulating a request for information to stakeholders across the system (we would suggest a co-signed introductory letter that we can attach to an email and send to stakeholders), (c) reminding stakeholders to send us information, (d) collating information, (e) mapping and analysing the information. During this stage we would deliver the following analyses, for example, of:
 - Need based on existing research and data and applying this to Merton’s population based on ONS data for example, i.e. applying information from

the Crime Survey of England and Wales to ONS population data for Merton.

- Official data that Merton may hold, for example, in relation to reported incidents of domestic violence, abuse and VAWG, and data concerning MARAC (e.g. CAADA reporting), One Stop Shop, IDVAs, MASH and any monitoring information in relation to statutory and specialist services delivering by the voluntary and community sector.
- Services which are currently known about in Merton and where available including information concerning: (a) funding, (b) numbers flowing through the system, (c) referral criteria, (d) waiting lists, (e) evidence of impact on outcomes etc.
- Current commissioning approaches and performance management arrangements.
- Current organisational and governance arrangements.
- Where data allows benchmarking Merton against comparable boroughs in respect of service provision.

Based on our experience of delivering similar needs assessment, we expect that there will be information that will be missing during this process. We will identify where information is missing and in our reporting provide options as to how this information could be collected in the future and how it will assist the London Borough of Merton. We are proposing to complete this exercise early in the three month period (see Figure 5 for our proposed project plan) so that we can utilise stages 3, 6 and 7 to help further populate this analysis.

- **Stage 3: 20 in-depth interviews with key stakeholders across the system:**
We will organise and conduct 20 in-depth interviews with key stakeholders across the London Borough of Merton. We would require your assistance in developing a sample of 20 key stakeholders to interview. However, based on previous experience, this could include interviews with stakeholders across statutory agencies and the voluntary and community sector. For instance, we will conduct in-depth interviews with key policy makers, local authority, police, probation and health service professionals including representatives from specialist and mainstreamed services.

The interviews will include capturing evidence in relation to stakeholder views of, for example, (a) existing service provision, (b) whether service provision meets demand, (c) the nature of demand now and how this may change in the future, (d) where gaps may exist and where improvements to service delivery can be made, (e) effectiveness of multi-agency and partnership working, and (f) views on service scope, efficacy, sustainability and configuration now and in the future. We will also use these interviews to assist us with stage 2 above as it may be that through the interviews we can access information that is identified as gaps in stage 2.

We will draft, agree and finalise our research tools (i.e. interview templates) with you before we use them in the field. We will organise interviews at times that suit stakeholders needs and fit in with their schedules. We will also conduct interviews via telephone or face-to-face to meet stakeholder's preferences (we have proposed fees on the basis of being able to conduct five

telephone or face-to-face interviews per day). All interviews will be conducted by expert and experienced researchers and consultants.

- **Stage 4: Consultation with 10 victims/survivors – journey mapping:** We would work with you and partner agencies to identify and agree an approach to conducting consultation with victims/survivors. We would propose conducting 10 interviews either face-to-face or by telephone to reflect the needs of the participant (on the basis of conducting five a day). We would also work with you to identify and agree the sample.

All interviews would be organised to ensure that informed consent is achieved in line with our Research Governance Framework (available on request). We have a reputation for delivering research to high ethical standards. We will draft, agree and finalise interview templates with you before use in the field. We are experienced in conducting similar interviews with victims/survivors of domestic violence, for example, our Tri-borough Council VAWG needs assessment, review of mental health services for a local health board area in Wales, our work supporting over 50 youth offending teams in England, our reviews of IDVA services and evaluations of Freedom Projects.

These interviews will focus on capturing views on the efficacy of existing services, where gaps may exist and how provision can be improved across the London Borough of Merton. We will also include “customer journey mapping” for the interviews we conduct with victims/survivors.

- **Stage 5: Interim analysis and report:** On the basis of the above stages and taking into account the context of wider national, regional and local strategies, we will provide an interim gaps analysis in relation to current provision across the London Borough of Merton. We will draft recommendations to address gaps in current provision. Stages 6 and 7 below outline how we propose “sense testing” and receiving “challenge” to our findings from key stakeholders. We would also propose circulating this interim analysis to key stakeholders (i.e. the project steering group) in the London Borough of Merton for feedback.
- **Stage 6: Workshop one – hypothesis testing, agreeing gaps across the system and identifying potential or part solutions:** We would propose organising and facilitating a workshop with a group of around 20 key stakeholders to “sense test” the gaps that we’ve identified, and our draft recommendations around identifying potential or part solutions. We would also seek to use this workshop to get a sense of prioritisation of solutions which the London Borough of Merton would like to focus on over the next three to five years.
- **Stage 7: Workshop two – options appraisal workshop including costing estimates (envelope costs):** Once we have a sense of prioritisation in terms of gaps and solutions from workshop one, we would propose facilitating a second workshop where we would work with a group of stakeholders to further develop and refine options as well as develop estimated costings for each option. We find that this approach helps to encourage and ensure “buy-in”

from stakeholders in terms of the needs assessment process and in terms of recommendations and options.

- **Stage 8: Final reporting:** We will feed in the findings from the workshops and from the interim report into delivering a draft final report. We would then propose circulating this for further feedback. We would amend the report as appropriate on the basis of feedback received and deliver the final report. More about our approach to analysis and reporting is outlined in Section 2.4 below.

2.4 Analysis and reporting

Evaluation and client satisfaction surveys demonstrate that we have a strong reputation for delivering academically robust needs assessment reports which are accessible, thorough and practically useful for our clients. We are expert in the full range of quantitative and qualitative analysis:

- **Qualitative analysis:** We often take a matrix-based approach to qualitative analysis in line with grounded theory. We pull out key themes, open code and test data in an iterative process until the data is saturated. In particular, we explore commonalities, similarities and differences in the data. We have recently published high profile qualitative analysis for NICE, Youth Justice Board, Home Office, Ministry of Justice, Welsh Government, the EHRC and the CWDC.
- **Quantitative analysis:** Clients tell us that we are highly skilled at conducting the full range of quantitative analysis both in terms of analysing primary research data (i.e. surveys etc) and large scale secondary data-sets. We are also skilled at producing analysis which is often complex and presenting it in accessible ways that assists our clients in making decisions. In terms of presentation of analysis we often use matrices, graphs, tables and GIS maps (using our in-house mapping capability) to bring our analysis alive to help our clients.

All our reports are written in plain English and include an executive summary. We would discuss and agree the nature and format of the needs assessment output with you at the project launch meeting. Examples of recent published reports are presented in Figure 3.

Figure 3 Examples of recent published reports

Client	Report	Link
Home Office	Research into Multi-Agency Risk Assessment Conferences	http://www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/crime-research/horr55/horr55-technical-annex?view=Binary
Youth Justice Board	Explorative study of long terms units	http://www.justice.gov.uk/downloads/youth-justice/specialist-resources/explorative-study-long-term-units-summary.pdf
Youth Justice Board	Evaluation of the Keppel Unit	http://www.justice.gov.uk/downloads/youth-justice/specialist-resources/keppel-unit/keppel-unit-process-evaluation.pdf
EHRC	Putting equality and human rights at the heart of the care and support reform agenda. Equalities and Human Rights Commission	http://www.equalityhumanrights.com/key-projects/care-and-support/report-from-safety-net-to-springboard/consultation-report/

2.5 Project management

Good project management is a strength of the Cordis Bright approach. You can be confident that we will work with you in partnership to ensure we met your needs. A number of our clients specifically appoint us because of our ability to deliver credible and robust research (including needs assessments) within a short period of time. Examples include work for the Tri-borough Councils in delivering a VAWG needs assessment, Home Office on Multi-Agency Risk Assessment Conferences, delivery of Joint Strategic Needs Assessments for a number of local authority areas, research into “what works” evidence for the Ministry of Justice, and for a range of projects completed on behalf of the Equality and Human Rights Commission.

Our strong project management approach is also demonstrated through our client satisfaction questionnaire results (see Figure 4).

Figure 4: Summary of client satisfaction results



Our project management and quality assurance approach consists of the following elements for this project:

- **A quality assured proposal:** Our proposal to you as a potential client is quality assured and reviewed by a senior member of staff (in this case Colin Horswell, Managing Director). This ensures that we are confident of our suitability for the project and our ability to deliver your requirements to time, specification and budget.
- **A designated project director:** Dr Stephen Boxford will have overall responsibility for ensuring that the project is delivered to time, budget and specification. Steve has previously led the Tri-borough VAWG needs assessment and also the Home Office research into the effectiveness of MARACs.

- **A designated project manager:** Lucy Asquith will have overall responsibility for the day-to-day delivery of the project. She will be the main point of contact for the London Borough of Merton. She will be supported in this role by Steve Boxford and Jane Harris. Lucy has significant experience of delivering similar projects to time, budget and specification.
- **Designated quality assurance:** Internal overview, challenge and quality assurance will be provided by Jane Harris (Senior Consultant). Jane has extensive successful experience in the fields of Domestic Abuse and VAWG. She is also a chartered management accountant. She will use this expertise in the work to build envelope costs for recommendations and options.
- **Regular communication and information exchange:** We have budgeted to ensure regular communication with you. This includes: (a) a launch meeting at the beginning of the project to ensure that the methodology and timetable fully meets your needs, (b) two interim project management meetings (these could also be used for presentations to boards etc), and (c) fortnightly progress reports and updates by email / telephone. We would welcome the opportunity to discuss scaling project management up or reducing it to meet your requirements. We would also encourage you to contact us if you have any concerns at the earliest point. We like talking to our clients and to keep them fully informed as projects develop.
- **Internal project meetings and reviews:** In line with our collegiate approach to delivering needs assessments, we also conduct regular internal project meetings and reviews. We conduct these particularly during the needs assessment and research design and analysis stages of projects. This helps to ensure challenge and sense testing of our approach, methods and analysis.
- **Quality assurance policy:** This details how we quality assure proposals and reports sent to clients and how stage reviews take place. This is available on request.
- **An ethical approach:** We will ensure we deliver the project to meet the requirements of the Government Social Research Professional Guidance: Ethical Assurance for Social Research in Government. This is consistent with our own internal Research Governance Framework (available on request).
- **Data protection policy:** We work in line with the Data Protection Act and will ensure that project data is held confidentially and securely. We have a secure (CJSM) email account already as this has been essential for handling highly sensitive data for our work with a range of clients including the Ministry of Justice, the Greater London Authority, the YJB and for our work with a number of local authorities.
- **Safeguarding policy:** This details our approach to safeguarding issues (available on request).

- **Customer care charter:** Our customer care charter details what we will do before accepting an assignment, how we will start a project, what we will do during an assignment and at the end of the assignment and what we will do if things go wrong. This charter is available on request.
- **Service guarantee:** Our service guarantee states that: “If you are not satisfied with the work undertaken for you by Cordis Bright and if, after one attempt, we fail to correct this situation to your satisfaction; Cordis Bright will refund the proportion of your fee that relates to this element of the assignment”.

2.6 Proposed project timetable

Based on our experience of delivering similar needs assessments, our current work planning schedule and in line with your specification, Figure 5 presents our proposed project plan for delivering this project. This demonstrates that we have the capability and capacity to deliver this project to the timescale outlined in the specification, i.e. a three month period. However, there are some things to note:

- We are proposing launching the project in January. We believe this will ensure that the project does not lose momentum over the Christmas period. However, we would welcome the opportunity to launch the project in December and are flexible around start dates. We would welcome the opportunity to discuss this with you.
- We propose delivering an interim gaps analysis with recommendations during week commencing 24th February.
- We propose delivering the draft final report week commencing 31st March.

We would welcome the opportunity to amend and tweak this project plan to ensure that we meet your needs. We would propose discussing and agreeing the project plan at the project launch meeting.

Figure 5 Proposed timetable

Week commencing	January				February				March				
Project stage	6	13	20	27	3	10	17	24	3	10	17	24	31
Project management													
Project launch	●												
Interim meetings (2)								●					●
Fortnightly progress reporting			●		●		●		●		●		
Stage 1: Literature review of good practice / strategic guidance													
Agree parameters of literature review	●												
Refresh of recent literature review	●	●											
Review additional strategic and good practice documentation	●	●											
Reporting			●										
Stage 2: Collection, collation and desk-top review of available information													
Identification of sources of information from Merton	●												
Collation of information from Merton	●												
Analysis and identification of gaps in information		●											

Week commencing	January				February				March				
Project stage	6	13	20	27	3	10	17	24	3	10	17	24	31
Analysis of financial information		●											
Proposals for approaches to complete this information		●	●										
Reporting			●										
Stage 3: 20 in-depth interviews with key stakeholders across the system													
Draft, agree and finalise interview template	●	●	●										
Agree sample to interview with Merton		●	●										
Conduct 20 in-depth interviews via telephone / face-to-face				●	●								
Reporting						●	●						
Stage 4: Consultation with victims / survivors - journey mapping													
Draft, agree and finalise research templates	●	●	●										
Conduct 10 interviews or two focus groups				●	●								
Analysis and reporting						●	●						
Stage 5: Interim analysis and report													
Collation & analysis of information						●	●						

Week commencing	January				February				March				
Project stage	6	13	20	27	3	10	17	24	3	10	17	24	31
Reporting							●	●					
Stage 6: Workshop one - hypothesis testing, agreeing gaps across the system and identifying potential or part solutions													
Preparation								●					
Facilitation									●				
Feed into report										●			
Stage 7: Workshop two - options workshop including costing estimates (envelope costs)													
Preparation									●				
Facilitation										●			
Feed into report											●		
Stage 8: Final reporting													
Analysis & reporting											●	●	
Deliver final report													●

3 Our previous experience

“We were looking for a contractor who would be able to work collaboratively with us to deliver the project within challenging timescales – that was exactly what we got”

Nerissa Steel¹, Home Office

For this project we are proposing a team with significant experience of:

- Leading academically robust research, evaluation and needs assessments in the fields of Domestic Abuse, Domestic Violence and Violence Against Women and Girls (VAWG).
- Working in the field of Domestic Abuse, Domestic Violence, Violence Against Women and Girls (VAWG) or with gender based offending agendas and issues.
- Working with Community Safety Partnerships or similar in health and care settings.
- Working with performance indicators and frameworks.
- Delivering practically useful reports including recommendations to support outcomes improvement.
- Communicating complex information verbally and in writing to a range of audiences and environments including senior partnership boards.

More about the experience of our team can be seen in Section 4. Figure 6 provides a summary of how our recent projects demonstrate experience of meeting the knowledge and experience criteria outlined in your specification.

¹ See for example:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/116536/horr55-summary.pdf

Figure 6 Recent projects which demonstrate our experience in line with your experience criteria

Previous relevant experience	Consultation with full range of stakeholders	In-depth interviews	Analysis	Report writing	Strategic visioning
Tri-borough Councils: Violence Against Women and Girls Needs Assessment	✓	✓	✓	✓	✓
Home Office: Research into the effectiveness of MARACs	✓	✓	✓	✓	✓
Women's Aid: Evaluation of family focused domestic abuse services	✓	✓	✓	✓	✓
Medway, Dover & Folkstone: Evaluation of the Freedom Project	✓	✓	✓	✓	✓
Brent: Review of IDVA services	✓	✓	✓	✓	✓
Hestia Housing and Support: Evaluation of InterConnect mentoring service for vulnerable women made homeless as a result of domestic violence	✓	✓	✓	✓	✓
Flintshire and Anglesey Councils: Outcomes based commissioning support for family focused domestic violence services	✓	✓	✓	✓	✓
Youth Justice Board: (1) Evaluation of long term units, (2) Evaluation of the Keppel Unit	✓	✓	✓	✓	✓
Waltham Forest: Evaluation of the Gang Prevention Programme	✓	✓	✓	✓	✓
Hull, Walsall, Tower Hamlets: Joint Strategic Needs Assessments (JSNAs)	✓	✓	✓	✓	✓
Cwm Taf Local Health Board: Review of mental health services for children and young people	✓	✓	✓	✓	✓
Ministry of Justice: Research into the generation, use and dissemination of evidence in "what works" to reduce reoffending	✓	✓	✓	✓	✓

More detailed examples of our recent relevant work are outlined in Figure 7:

Figure 7 Detailed descriptions of recent relevant projects

Client	Description
Tri-borough Councils	<p>Violence Against Women and Girls Needs Assessment</p> <p>This included delivering the needs assessment from start to finish in a two and a half month period. It included: (a) review of good practice in “what works” in delivering VAWG services, (b) review of European, national, regional and local strategic documentation, (c) in-depth interviews with 37 key stakeholders including key decision-makers, commissioners, strategic and operational managers across the statutory and voluntary and community sector, (d) consultation with victims/survivors through in-depth focus groups, (e) a survey of existing providers of specialist services, (f) a survey of key stakeholders, and (g) a workshop to sense test the findings of the needs assessment with a group of 18 key commissioners, strategic and operational managers. We delivered a draft report with recommendations which we then circulated for feedback before delivering the final report to time, budget and specification.</p>
Home Office	<p>Research into the effectiveness of Multi-Agency Risk Assessment Conferences (MARACs)</p> <p>We conducted a survey of all MARACs in England and Wales which achieved a 90% response rate. The research included gaining the views of MARAC chairs, Independent Domestic Violence Advisors and MARAC co-ordinators as well as other representatives on MARACs. It also involved in-depth case study research in four MARAC areas. These case studies involved in-depth interviews with 40 MARAC stakeholders. The research provided an evaluation of how MARACs were working. It explored how well MARACs were operating against CAADAs ten principles of an effective MARAC as well as investigating whether MARACs should be on a statutory footing.</p> <p>The research has directly informed the Government’s <i>Violence Against Women and Girls Strategy</i>. The report has been published and can be accessed at: http://www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/crime-research/horr55/horr55-technical-annex?view=Binary</p>
Flintshire and Anglesey Councils	<p>Families First Commissioning</p> <p>For Flintshire and Anglesey, we supported the development and implementation of commissioning processes for Families First. This built on work profiling families at risk of escalating problems in eight Welsh local authorities. The work identified significant levels of need in relation to domestic abuse and the interconnectedness of domestic abuse with other needs, including poverty, housing, mental health and substance misuse. In both counties, we worked with local authority and partner colleagues to profile local need and develop service specifications for family focused domestic abuse services that are integrated into a comprehensive service offering (universal through to specialist) for all families with different levels of need. Services have been commissioned in both counties and we also undertook work on the monitoring and evaluation frameworks for these services.</p>
North Kent Women’s Aid	<p>Evaluation of family focused domestic abuse services</p> <p>We evaluated service models and therapeutic interventions that focus on minimising the impacts of domestic abuse upon children. A 2012 review of the Child Support Service in North Kent Women’s Aid assessed specifically the impacts of the service for mums, children, partnership working (particularly the contribution to team around the family approaches) and value for money. The evaluation was mixed methods including data and budget analysis across five years and primary research with families impacted by abuse (living in and out of refuge). Similarly, our 2011 evaluation of the Fresh Start therapeutic programme for Dartford locality in Kent County Council explored specifically how positive attachments between mums and their children could be repaired as part of an innovative family focused domestic abuse programme. Our evaluation supported the roll out of the programme across other parts of Kent.</p>

Client	Description
The Freedom Project - Medway	<p>Children’s Fund Medway We evaluated the Freedom Programme Medway, a group programme for survivors of domestic violence funded through Children’s Fund Medway. This included face-to-face and telephone interviews with survivors of domestic violence who are past and present attendees of the programme. We also reviewed the project within the context of policy and practice, including speaking with key stakeholders and support agencies.</p>
Hestia Housing and Support	<p>Evaluation of InterConnect Hestia commissioned Cordis Bright to evaluate InterConnect, a service in which volunteer older people mentor vulnerable women and children made homeless as a result of domestic violence. The research, currently being undertaken, includes interviews with volunteers, young women and children affected by domestic violence, as well as interviews with staff and other stakeholders.</p>
Greater London Authority	<p>Research into drug, knife and gun crime amongst young people Cordis Bright undertook research into drug, knife and gun crime amongst young people in London. This involved:</p> <ul style="list-style-type: none"> • Design and gaining of agreement of a quantitative case file research tool with a multi-agency steering group • Piloting of research tool with local authorities • Implementation of a data sharing protocol between the group and 7 local authorities • Conducting research into 315 young people’s case files across seven London youth offending teams • Matching and merging our research data with data held by the Metropolitan Police Service on offending behaviour • Completion of analysis outlining the characteristics and profile of young people most at risk of serious youth violence and being involved in gangs.
Hull, Tower Hamlets and Walsall	<p>Joint Strategic Needs Assessments We delivered Joint Strategic Needs Assessments (JSNAs) for Hull, Tower Hamlets and Walsall. We delivered these comprehensive assessments through multi-agency steering groups including the Director of Public Health, Director of Adult Social Care and Director Children’s Services. These JSNAs involved both secondary and primary research and analysis including working with a range of stakeholders including the community on prioritising need and collaboratively forming recommendations.</p>
National Institute of Health and Clinical Excellence (NICE)	<p>Testing draft public health guidance on social and emotional wellbeing of children We recently conducted workshops with stakeholders into draft NICE guidance on promoting the social and emotional wellbeing of children. This involved 16 consultation workshops with over 100 professionals and 40 in-depth interviews with parents/carers of vulnerable children under 5.</p> <p>Fieldwork reports are available here: http://guidance.nice.org.uk/PH40/SupportingEvidence</p>
Ministry of Justice	<p>Research into evidence use, generation, dissemination and use in “what works” to reduce reoffending In addition to an evidence review, this research involved 50 in-depth interviews and a number of workshops with senior stakeholders in the criminal justice system. The research informed the Ministry of Justice’s approach to the national evidence centre agenda.</p>
Merton Youth Justice Service	<p>Performance improvement and SQS inspection support We have completed an audit of 20 case files from the Youth Justice service for their inspection preparation and are currently working with the team to improve their performance following the HMIP Inspection in September 2013. The focus of our work has been to improve assessments, public protection, vulnerability and management oversight. The work involves workshops for staff and one to one coaching.</p>

Client	Description
Merton Children's Service	Case File Audit for Children's Services Currently undertaking 80 case file audits on case files including Looked After Children, Child Protection, Child in Need, Children with Disabilities, Care Leavers and Supervision Orders. This audit is being completed using a jointly agreed audit tool based on the current Ofsted Framework. A report based on the findings will be completed by the end of December 2013.

4 About our team

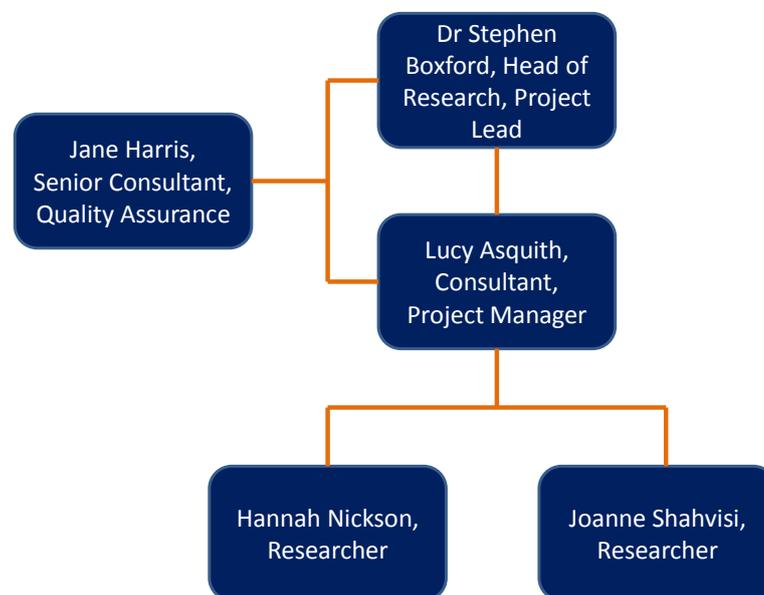
4.1 Overview

Figure 4 presents an overview of our proposed project team. It shows that Dr Stephen Boxford will lead the project, with Lucy Asquith managing the project and being responsible for the day-to-day delivery of the project. Steve and Lucy will be supported by Jane Harris, Senior Consultant who will be responsible for quality assuring the project. Steve, Lucy and Jane will be supported by experienced researchers Joanne Shahvisi and Hannah Nickson.

Should any member of the team be unavailable for an unforeseen reason we are able to draw on our wider staff team to ensure continuity of service. More about our wider staff team can be seen here: www.cordisbright.co.uk. All members of the Cordis Bright team have **CRB clearance at the enhanced disclosure level**.

Short CVs for team members are presented below. More detailed CVs are available on request.

Figure 8 Proposed project team



4.2 Dr Stephen Boxford, Head of Research, Project Lead

Steve has recently led high profile research, needs assessments and evaluation for a range of statutory sector and VCS clients including: Department for Education, Home Office, Ministry of Justice, Youth Justice Board, Welsh Government, Greater London Authority, the National Institute for Health and Clinical Excellence (NICE) and a range of local authorities. Recent relevant experience includes:

- Leading the Violence Against Women and Girls (VAWG) needs assessment for the Tri-borough councils. This included delivering the needs assessment from start to finish in a two and a half month period. It included: (a) review of good practice in “what works” in delivering VAWG services, (b) review of European, national, regional and local strategic documentation, (c) in-depth interviews with 37 key stakeholders including key decision-makers, commissioners, strategic and operational managers across the statutory and voluntary and community sector, (d) consultation with victims/survivors through in-depth focus groups, (e) a survey of existing providers of specialist services, (f) a survey of key stakeholders, and (g) a workshop to “sense test” the findings of the needs assessment with a group of 18 key commissioners, strategic and operational managers.
- Research into Multi-Agency Risk Assessment Conferences (MARACs) on behalf of the Home Office. This involved survey research involving all MARACs in England and Wales which achieved a 90% response rate from key stakeholders (including MARAC chairs, Independent Domestic Violence Advisors and MARAC co-ordinators). It also involved in depth case-study research in 4 MARAC areas. The research has directly informed the Government’s Violence against Women and Girls strategy. The report has been published and can be accessed here:
<http://www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/crime-research/horr55/horr55-technical-annex?view=Binary>
- Research for the Greater London Authority into young people at risk of or involved in serious youth violence. This research delivered in collaboration with the Greater London Authority, Home Office, YJB and Metropolitan Police Service profiled 350 young offenders across seven local authority YOTs. It involved a detailed review of case files as well as matching file review data to data held by the Metropolitan Police Service. It demonstrated how domestic violence was an issue experienced by a high proportion of young offenders.
- Delivering three Joint Strategic Needs Assessments for Tower Hamlets, Walsall and Hull.
- Research into the social and emotional wellbeing of young people under 5. Steve led NICE fieldwork which tested draft guidance on the social and emotional wellbeing of children under 5. This included consulting the full range of children service stakeholders as well as consulting vulnerable parents and

carers. The fieldwork for these reports can be accessed here:
<http://guidance.nice.org.uk/PH40/SupportingEvidence>

Steve has a BA (Hons) from Oxford University and an MPhil and PhD from Cambridge University where he was also an ESRC postdoctoral Fellow.

4.3 Lucy Asquith, Consultant, Project Manager

Lucy has a strong track record in managing complex consultancy projects for voluntary and statutory sector clients. She began her career at the Charity Commission before progressing to senior management roles at Voluntary Action Westminster (a charity promoting the sustainability of local voluntary and community groups) and Livability (a provider of social care and education services in England and Wales).

Her research projects for Cordis Bright have included:

- Undertaking needs assessments regarding:
 - The availability of services to support victims /survivors of violence against women and girls across 3 London Boroughs
 - The provision of child and adult obesity services
 - The provision of older people's mental health services
 - The provision of childcare services across numerous local authority areas
- Evaluating the impact (both financial and quality of life) of preventative services for older people
- Evaluating the impact of a multi-agency responses to child poverty
- Supporting service managers to improve their outcome measurement and evaluation

Lucy also undertakes market research and strategy development for a range of organisations which provide health, social care and education services. Her research is designed to inform confident decisions regarding strategic direction, service development and disinvestment.

Lucy has an undergraduate degree from the University of Oxford and an Msc in Voluntary Sector Management from Cass Business School.

4.4 Jane Harris, Senior Consultant, Quality Assurance

Jane has over twenty years' experience of working in and with voluntary and statutory organisations in the field of social care. She has supplemented this practical experience with research and teaching work with both the Centre for Voluntary Organisation, London School of Economics, and the Institute for Voluntary Action Research at Birkbeck College. She has worked as a senior manager in voluntary organisations in the field of homelessness, domestic violence and substance misuse, and as head of a policy and grants team for the

Association of London Government (now London Councils), overseeing the management of grants to voluntary organisations in the field of education and vulnerable families (this included oversight of policy and grant-making to London-based domestic violence organisations). In the 1980s and 90s Jane worked as finance director for two national domestic violence charities, Eaves Housing for Women (then called Homeless Action) and Refuge. More recently, she served as a voluntary board member for Eaves from 2007 to 2012. This experience has given her an excellent understanding of the landscape of community-based service provision and of partnership working between the voluntary and statutory sectors.

Jane specialises in evaluation of projects and programmes, financial and cost-benefit analysis, strategic planning and supporting inter-organisational partnerships. She has worked for Cordis Bright since 1999 and has undertaken a wide range of consultancy and research assignments. She is experienced at handling sensitive projects which require diplomacy, analytical skills and the ability to draw out information through interviews and group discussions.

Previous projects relevant to this assignment have included: (a) quality assuring the Tri-borough Violence Against Women and Girls needs assessment, (b) quality assurance for the evaluation of the Freedom Project in Medway, (c) mapping of voluntary and community organisations and needs assessment in the substance misuse sector for the Home Office, (d) Mapping and assessment of self-management support across Eastern Cheshire for Eastern Cheshire Clinical Commissioning Group, (e) Research into Multi-Agency Risk Assessment Conferences (MARACs) on behalf of the Home Office, (f) A strategic review for an anti sex trafficking charity based in the UK, and (g) A review of the impact of personalisation on service users for the Equality and Human Rights Commission. Jane has a B.A. in English from Durham University, a master's degree in Voluntary Sector Organisation (with distinction) from LSE and is a qualified management accountant.

4.5 Joanne Shahvisi, Researcher

Joanne has experience in working in the public and not-for-profit sectors, working in designing and implementing services, along with experience in research and evaluation.

Prior to joining Cordis Bright, Joanne worked for Brent Council helping them map and design new services for the most socially excluded residents. This included working with victims of domestic abuse / violence to help them navigate relevant services in the borough.

She previously worked at New Philanthropy Capital, where she worked on a number of research projects for not-for-profit organisations helping them to measure and evaluate the impact of their work. This work included both quantitative and qualitative analysis.

Joanne has also held a number of voluntary positions at charities, and has worked as an honorary Assistant Psychologist in the NHS. Joanne has a

Bachelor's degree in Natural Sciences (specialising in Experimental Psychology) from the University of Cambridge, and a Masters in Philosophy of Psychology from King's College London.

4.6 **Hannah Nickson, Researcher**

Hannah has eight years' experience of developing, providing and improving frontline services to vulnerable and marginalised people, in both community and prison-based settings. She is adept at one-to-one and group work with service users with a variety of vulnerabilities and support needs. She has experience of 1-to-1 work with victims, survivors and perpetrators of domestic abuse, which includes working with women and men with a range of sexualities and ethnic backgrounds.

Hannah's research experience includes:

- Contributing to a Local Authority VAWG needs assessment through analysis of findings from focus groups with local service users and research into existing service provision.
- Quantitative analysis of publically-available data, such as Census data and local demographic data. This contributed to mapping the need for services and support, and identifying gaps in service provision.
- Quantitative and qualitative work with service-level and borough-level data. This includes plotting service users' treatment journeys and possible treatment pathways, case file auditing, performance monitoring/improvement and service evaluation.
- Reviewing literature, policy and best practice in the fields of substance misuse, mental health, family support work and support for young carers. This informed service improvement and training provision within services and at a local authority level.
- Qualitative field research using narrative methods in one-to-one interviews to explore drug service users' experiences of engaging with services.

She has a BA from the University of Cambridge and an MRes (with distinction) in Social Policy from the University of York.

More about the Cordis Bright team can be seen at www.cordisbright.co.uk.

5 Proposed fees

5.1 Overview

Based on our experience of delivering similar projects, we believe that this needs assessment will take 40 consultancy and research days to complete. We would therefore be pleased to deliver this needs assessment for a time-based fee of £24,992.50 exclusive of VAT and disbursements. We would propose invoicing for disbursements (i.e. travel and subsistence) direct and at cost.

Figure 9 presents our proposed team deployment, roles, responsibilities and associated fees.

Figure 9 Proposed team deployment, roles, responsibilities and fees

	Jane Harris	Dr Steve Boxford	Lucy Asquith	Hannah Nickson	Joanne Shahvisi
Project management					
Project launch		●	●		
Interim meetings (2)			●		
Fortnightly progress reporting			●		
<i>Total days</i>	0	0.5	1.5	0	0
<i>Total fees</i>	£1,572.50				
Stage 1: Literature review of good practice / strategic guidance					
Agree parameters of literature review			●		
Refresh of recent literature review				●	
Review additional strategic and good practice documentation				●	
Reporting			●	●	
<i>Total days</i>	0	0	1.0	2.5	0
<i>Total fees</i>	£1,750.00				
Stage 2: Collection, collation and desk-top review of available information					
Identification of sources of information from Merton			●		

	Jane Harris	Dr Steve Boxford	Lucy Asquith	Hannah Nickson	Joanne Shahvisi
Collation of information from Merton			●	●	
Analysis and identification of gaps in information	●		●	●	
Analysis of financial information	●				
Proposals for approaches to complete this information	●		●		
Reporting		●	●		
<i>Total days</i>	2.5	0.5	3.5	3.0	0
<i>Total fees</i>	£6,510.00				
Stage 3: 20 in-depth interviews with key stakeholders across the system					
Draft, agree and finalise interview template			●		
Agree sample to interview with Merton			●		
Conduct 20 in-depth interviews via telephone / face-to-face				●	●
Reporting			●		●
<i>Total days</i>	0	0	1.5	2.0	6.0
<i>Total fees</i>	£4,325.00				
Stage 4: Consultation with victims / survivors - journey mapping					
Draft, agree and finalise research templates			●		
Conduct 10 interviews or two focus groups				●	●
Analysis and reporting			●	●	
<i>Total days</i>	0	0	1.0	1.0	2.5
<i>Total fees</i>	£2,150.00				
Stage 5: Interim analysis and report					
Collation & analysis of information			●		
Reporting		●	●		
<i>Total days</i>	0	0.5	2.0	0	0

	Jane Harris	Dr Steve Boxford	Lucy Asquith	Hannah Nickson	Joanne Shahvisi
<i>Total fees</i>	£1,947.50				
Stage 6: Workshop one - hypothesis testing, agreeing gaps across the system and identifying potential or part solutions					
Preparation		●	●		
Facilitation		●	●		
Feed into report			●		
<i>Total days</i>	0	1.0	2.0	0	0
<i>Total fees</i>	£2,395.00				
Stage 7: Workshop two - options workshop including costing estimates (envelope costs)					
Preparation	●		●		
Facilitation	●		●		
Feed into report			●		
<i>Total days</i>	1.0	0	2.0	0	0
<i>Total fees</i>	£2,395.00				
Stage 8: Final reporting					
Analysis & reporting		●	●		
Deliver final report			●		
<i>Total days</i>	0	0.5	2.0	0	0
<i>Total fees</i>	£1,947.50				
Total days	40.0				
Total time based fee exclusive of VAT and disbursements	£24,992.50				

5.2 Value for money

We believe that we offer value for money because:

- We offer an excellent combination of skills with in-depth experience of key issues required for needs assessment, with proven experience of delivering similar projects to time, budget and specification;
- Our experience and knowledge built up through delivering similar projects in this field means that we are able to “hit the ground running”;
- We also encourage knowledge transfer. On previous project this has meant client’s staff shadowing our researcher and consultants. We would welcome the opportunity to discuss knowledge transfer approaches;
- We take a team approach which means that we are able to use the right people for the right task: there is no up-selling and no dumbing-down;
- You can have confidence that we will deliver high quality outputs, to time, to specification and to budget;
- We understand that budgets are tight - if you commission us we will ensure the needs assessment will meet your needs. This means that if necessary and appropriate we would be happy to discuss scaling down evaluation elements to meet your requirements which could result in further fee reductions.

6 Quality assurance policy

Proposals

The proposal is the document that sets client expectations in terms of Cordis Bright's understanding of their needs, the inputs that Cordis Bright will make to the proposed work in terms of expertise and time, what the outputs of the work will be and the value-for-money that the client will receive when working with the company.

Responsibility for quality assurance of consultancy proposals and sign-off before submission to the client or prospect is set out on the authority matrix attached as appendix A. We will review the authority matrix as the company grows and the business that it conducts changes. Formally we will do this at least annually in November.

The criteria that reviewers must use in quality assuring a proposal are:

- Cordis Bright has set out its understanding of the client's requirement and noted where further clarity is required
- The firm has clearly outlined the knowledge, skills and expertise it will apply to the project in order to achieve the project outcomes
- A clear and appropriate methodology has been proposed to deliver the project outcomes
- A timetable has been proposed for completion of the project which is possible within any resource restrictions that apply in the time period in which the work will be carried out including competing demands from other client work
- The resourcing of the project and associated costings is realistic given the scope of the project and will enable Cordis Bright to put in the time required to produce a quality product that will both satisfy the client and enhance its reputation for high quality consultancy provision
- The proposal itself is of high quality and is free from errors or contradictions
- The proposal is in plain English and in an accessible format

Reports

The report to the client, in whatever format, is the summary of our work on behalf of that client against the project brief. It is when the client can judge if we have done what we set out to do, if we have met their expectations and if we have provided good value-for-money.

Reports are generally of 2 types – draft and final - with input from the client between these 2 stages. We may, for example, present our findings in PowerPoint initially, followed by a report. The key stage at which we apply our quality assurance process is prior to our draft being presented to the client.

Responsibility for quality assurance of consultancy proposals and sign-off before submission to the client or prospect is set out on the authority matrix attached as appendix A. We will review the authority matrix as the company grows and the business that it conducts changes. Formally we will do this at least annually in November.

The reviewer must ensure that in the draft report (or PowerPoint presentation):

- We have covered all of the aspects of the scope of the client brief
- Our research is robust
- Our conclusions are well-founded and appropriately evidenced
- Diversity issues have been addressed
- Our recommendations are pragmatic and feasible given client constraints such as budget, structure and systems
- Structure and content are clear, concise and accessible

Stage reviews

Many larger consultancy projects consist of several stages delivered over an extended period, sometimes on a multi-year basis. This may require quality assurance at several interim stages in the project's development.

Where a project is defined as being a major project we will:

- Include as part of the project initiation document (PID) an outline of how stage quality assurance will be carried out
- Appoint a named lead for quality assurance within the project

We will review our definition of a major project annually in November and define this in appendix A to this document.

Appendix A

Responsibilities for review of consultancy proposals:

Proposal value (£)	£20,001 to 50,000	50,001 to 100,000	Over 100,000
Assignment lead	●	●	●
Senior peer		●	
MD			●

NB. It is anticipated that assignments of under £20,000 in values will normally be agreed with the client by way of a formal letter summarising the key points of the engagement.

Responsibilities for review of consultancy reports:

Assignment value (£)	Up to 50,000	50,001 to 100,000	Over 100,000
Assignment lead	●	●	●
Senior peer		●	
MD			●

Definition of a major project for the purpose of stage reviews

A major project is one with a value of over £100,000 or planned to last for a period exceeding 9 months.



CordisBright Limited

Epworth House
25/35 City Road
London EC1Y 1AA

T 020 7330 9170

F 020 7330 9171

E info@cordisbright.co.uk

www.cordisbright.co.uk