**Specification Document**

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| **Title of Request:** | **EVALUATION** |
| **Maximum Budget:** | **Year 1: £658,800 (including VAT)**  **Year 2: between £650,000 to £850,000 (including VAT) – subject to budget approval** |
| **Duration of Engagement:** | **April 2024 – end of March 2025 (1 year), with option to renew for a further year dependent on funding.** |
| **Required Commencement Date:** | **April 2024** |

**Note:** This is a standard template. All areas might not be relevant to your requirements however it is important to capture all Key Performance Indicators (KPIs) / Service Deliverables correctly in the specification including around Social Value. These can then be included in contract management discussion during the life of the contract. Please note at least 1 KPI must refer to the Social Value element as asked in the ITT.

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| 1. **Introduction**   Should give a brief introduction to the organisation, including the business that the organisation is in. |
| The Crown Prosecution Service is an independent non-ministerial government department which prosecutes criminal cases that have been investigated by the police and other investigative organisations in England and Wales. The CPS is independent and make decisions independently of the police and government. The CPS make these decisions for hundreds of thousands of crimes every year; in 2022 the CPS brought around 426,000 prosecutions. (Annual Report and Accounts 2021-22, The Crown Prosecution Service (cps.gov.uk). There are 14 CPS areas across England and Wales.  The CPS delivers justice through independent and fair prosecutions, with our vision being:  “We are a leading voice in transforming the criminal justice system, using our legal expertise and digital capability to make the public safer and build the confidence of our diverse communities.” (CPS 2025 strategy).  There are 5 core aims in the 2025 strategy which are:   1. Support for the success and wellbeing of our people enables everyone to thrive. 2. Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done. 3. The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system. 4. CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer. 5. We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities.   To support the delivery of aim 5, within the 2025 strategy the CPS have invested in the **Victim Transformation Programme**, a high-value, strategic programme that is currently being designed and tested in the CPS. Some aspects of the programme are already underway, but piloting and delivery of the main programme deliverables are planned to begin in April 2024. |

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| 1. **Background to the Requirement**   Provide background information to the project to help the Supplier understand how it fits in to the business objectives of the procurement. Consider including issues such as:   * any history relevant to the procurement * recent developments * a description of the business activities in the area relating to the procurement * business functions & processes * organisation & staffing * roles & responsibilities |
| **2.1 Background**  **Evaluation strategy**  In keeping with other government departments, the CPS is required to demonstrate that public funding has been spent in a way that demonstrates effectiveness and value for money. As part of the Spending Review Settlement, the Treasury stipulated that all government departments must provide an Evaluation Strategy and Evaluation Plan. As a result, the CPS published its first Evaluation Strategy in June 2022, which can be found on the CPS website <https://www.cps.gov.uk/publication/cps-evaluation-strategy-2025>. In line with this strategy the Victim Transformation Programme is within scope to be evaluated.  The Evaluation Strategy was developed within the Strategy and Policy Directorate, as a steppingstone towards a full Evaluation Plan. The Strategy was presented to the Strategy Working Group in June 2022 and ultimately signed off by the Director of Strategy and Policy, after which it was published to the CPS website and accepted by the Cabinet Office Evaluation Task Force and the Treasury. The Strategy set out the CPS aspirations about Evaluation, including our approach to governance and to prioritisation.  **Victim Transformation Programme Evaluation**  The Victim Transformation Programme plan is to test, pilot and roll out a new service to victims over a 5-year period, subject to funding. Some testing of the new service is currently underway and from April 24 the programme will move to a phase of piloting. Funding has been agreed for April 24 – March 25 and this evaluation is being commissioned in alignment with that funding period, with the potential to be extended further into the life of the programme.  This evaluation commission is for the first year of piloting and the beginning of roll out. It will focus on supporting the programme team to learn, adapt and improve during piloting, as well as, to lay the foundations for conducting an impact evaluation, and scope the feasibility of conducting a cost benefit analysis.  This evaluation is being jointly commissioned by the Social Research team and the Victim Transformation Team in the Strategy and Policy Directorate (SPD) situated within CPS HQ.  **Overview of Victim Transformation Programme**  The Victim Transformation Programme was announced in June 2022. It is managed and delivered by a cross functional team across the CPS. It includes programme management professionals, representatives from the CPS change unit, victims’ policy, research and digital teams.  Ultimately the programme’s aim is to transform victim experience with the CPS and contribute to a better experience across the criminal justice system. To do this, the focus of the programme is on improving victim engagement with the CPS, through better information sharing, communication and offering more tailored support to those victims with the greatest needs. The Victim Transformation Programme will support the practical application of the **Code of Practice for Victims of Crime in England, and Wales (Victims' Code),** which is a statutory requirement and includes 12 statutory rights. The *right to information and support* makes up a large proportion of those rights.  There are 3 main programme strands, which are:   1. **Universal Service**   All victims of crime will be offered the Universal Service. The Universal Service will have three key aims:   1. Building victims’ understanding of the role of the CPS 2. Ensuring that victims understand their rights 3. Signposting victims to relevant support     In November 23, we began testing our Universal Service in one Police Force Area. Working closely with the local Police force, we are testing direct communication by the CPS of our decision to authorise charges. This testing is being delivered by a new national team. We are taking a ‘test and learn’ approach and we will scale up delivery as we learn from these tests in 2024, moving from testing to a formal pilot in April which will be further rolled out depending on the results of the pilot. We will work with the police and other CJS partners during 2024 and beyond to establish whether and how to expand the Universal Service to include other contact points with victims.   1. **Enhanced Service**   The Enhanced Service will be offered to victims with the greatest needs. From 2024, all adult victims of **Rape and Serious Sexual Offences (RASSO)** will be offered this service through CPS RASSO units. Some aspects of the Enhanced Service have already been agreed and will be rolled out immediately, whereas other aspects will be subject to further piloting. There are plans to broaden the offer to victims who are more vulnerable because of their protected characteristics and/or life circumstances in future years. This will be scoped in more detail during the next phase of the programme (Apr 24 – Mar 25), but would not be implemented during the proposed evaluation period.   1. **National Centre for Victims Services (NCVS)**   The NCVS will **lead and drive high-quality victim engagement** across the programme and will be fundamental to continual improvement and quality assuring victim information and communication. The NCVS also has a wider remit of influencing CPS culture to be more victim-centred and to support the practical application of victim-centred services by improving processes, systems, and staff capabilities. It will underpin and support the delivery of high-quality victim engagement in both the Universal and the Enhanced Service.  **Detail of planned programme activities**   1. **Universal Service**   The Universal Service plans to introduce new information sharing and communication points to victims at the most appropriate and effective times across their journey with the CPS and across the criminal justice system. The testing and piloting phases will scope these touchpoints in more detail; however, the first communication touchpoint has been agreed as the **CPS contacting victims directly with information about a charging decision. This could be a decision to charge and a description of the charge or a decision of no further action.**  In accordance with the Victims’ Code of Practice, the police are currently responsible for communicating this information to victims. In highly sensitive cases like RASSO or cases involving bereaved families this is often communicated jointly. However, our research and operational knowledge suggest that the police do not always meet this requirement and victims who are not informed about the charging decision are left feeling unsupported and unaware of what happens next. In addition to this, the police method of delivery and accuracy of information relayed to the victim is variable across the 43 police forces.  This new communication touchpoint from the CPS to victims is designed to enhance the current provision and help to deliver a nationally consistent service and build the victims’ understanding of the role of the CPS. Crucially, it will give victims the opportunity to hear directly from the decision-making organisation and make follow up enquiries if needed.  This touchpoint is currently being tested in South Yorkshire police force area and from Apr 24 to Mar 25 current plans are to pilot this in a further five police force areas, then depending on the results of the pilot, rolling out to further forces over the course of the year.  The charging decision will be communicated via a national team who will also operate a call handling function to respond to victim queries. This is currently in live testing in one Police Force Area.  The current live testing for the Universal Service compromises of:   1. A national team communicating the charging decision to victims through their preferred means of contact, e.g., telephone, email, or postal letter. 2. The same national team that will respond to victims’ queries, on receipt of the charging decision about their case, either through resolving the queries with more information or signposting them to other appropriate services.   Current testing is focused on the processes, systems, and staff composition to deliver:   1. **High-quality** communication to victims at this first point of contact. 2. **Timely communication to victims,** which has currently been set upon as 24 hours from CPS receipt of the prosecution case from the police following the formal charge / postal requisition of the defendant.   **Plans for piloting Universal Service – Apr 24 to Mar 25**  Currently the aspiration for piloting the first contact touchpoint, in year 1, is five police force areas initially and then scaling up to more police forces depending on the results of the pilot. There will be periodic gateway reviews throughout the year and further work will be done to determine the criteria and point at which expansion of pilots moves into phased implementation.   1. **Enhanced Service**   The Enhanced Service, currently focused on adult RASSO victims, aims to deliver a more tailored service that better meets their needs. RASSO victims will also eventually be offered the Universal Service contact points, as well as being entitled to the Enhanced core offer outlined below. The Universal offer will be delivered by a central national team, whereas the Enhanced Service will be delivered by RASSO units in each of the 14 CPS Areas. The Enhanced Service core offer is:   1. A Victim Liaison Officer (VLO), who will be part of all CPS RASSO units. They will act as a single point of contact for the victim within the CPS and their Independent Sexual Violence Advisor (ISVA). 2. The right to a pre-trial meeting with the prosecution team if their case proceeds to trial. This will give RASSO victims the opportunity to discuss what to expect in court and resolve any questions they may have about the process. The meeting should also be an opportunity to discuss any concerns a victim may have and ensure that special measures are put in place for the victim at trial if necessary. 3. More frequent contact from the CPS at the most appropriate and valuable moments for victims. Testing and piloting the most valuable and appropriate times and ways to engage RASSO victims is planned to commence in Apr-24. This may include, for example, introductory communications when the CPS is in receipt of a RASSO victims file, pre-charging decision.   The Enhanced Service is in a different starting place to the Universal Service, as testing activity has already taken place. VLOs are already working in 5 CPS areas, with pre-trial meetings being tested for rape victims in 10 CPS areas. This activity has been undertaken as part of the Supporting Victims strand Operation Soteria, with some evaluation undertaken. However, each CPS area has implemented pre-trial meetings using different models, offered at different times in the victim’s journey. The Enhanced Service aims to have a consistent national core offer, with room for adaptation and flexibility at local level and this evaluation will be crucial in providing evidence on the most appropriate and feasible core offer.  For the Enhanced Service the plan for Apr 24 to Mar 25 is 2-pronged:   1. Support and facilitate the roll out of the VLOs and the pre-trial meetings across **all CPS areas**. This is planned for Apr – Sep 24 (with three Areas implementing first and the remainder implementing in September). 2. Pilot the end-to-end service (all 3 elements of the core offer outlined above) in 3 CPS areas (likely in the same Areas where the Universal Service is piloting). Piloting the end-to-end service for the Enhanced Service is planned between June - Dec 24. A decision will be taken on the results of the piloting on whether to expand additional elements of the Enhanced Service, with a view to expanding to further CPS Areas by the end of March 2025. Early plans to scale end-to-end service are set out below but are subject to change as implementation planning is further developed:  * June – Dec 24 - pilot in 3 CPS areas * Dec 24 – March 25 - expand to further CPS Areas   **3. National Centre for Victims Services (NCVS)**  The NCVS will lead, drive, and influence high-quality victim engagement across the CPS and will be an important function for the Victim Transformation Programme.  The 3 focus areas are outlined below:   1. **Our Knowledge, Guidance, Standards and Performance.**   Service excellence standards - providing tools and resources to support our people to deliver against them.   1. **Our communication and collaboration.**   Embed service excellence through collaboration - both inside and outside the CPS.   1. **Our people.**   Empower our people to effectively engage with victims - with confidence and empathy.  The following activities will take place to deliver on the above areas:   1. **Our Knowledge, Guidance, Standards and Performance**    * Develop, implement and oversee national standards and approaches for customer service excellence.    * Provide tailoring / flexing advice and guidance and links to other relevant standards.    * Create and operate a central internal online bank of guidance of resources, knowledge, updates, guidance and templates for our people who interact with victims, ensuring consistency and quality.    * Develop and maintain a reference library of case study material to help bring best practice to life for our people.    * Develop a performance management framework including a data metrics dashboard to provide a nationally consistent way of monitoring victim-related performance indicators at service and casework level. 2. **Our Communication & Collaboration**    * Provide leadership and support expertise to embed best practice guidance for communication with victims.    * Continuously review and refresh victim communications to ensure service excellence through empathy, clarity, and support.    * Help our organisation to continually drive quality communication and service excellence by responding to thematic issues identified locally, developing solutions to support the delivery of improvements, and sharing lessons with other internal victim-facing areas.    * Develop relationships with other organisations to bring best-practice thinking into our world. Enable sharing of good practice service excellence across our organisation bringing victims voices to life.    * Support programmes / projects with specialised service excellence knowledge and tasks including facilitation of workshops / meetings focussed on victim-centred services. 3. **Our People**  * Oversee the development of all welfare and support requirements related to victim engagement for our people, ensuring they are supported personally and professionally. * Take an active role in training and development through ownership of all victim-related training requirements -working collaboratively with internal teams to address priority learning needs. * Provide our people with the frameworks, training, support and learning and development opportunities they need -and helping them in taking a trauma-informed approach. * Collaborate with the People Function to embed excellent customer service standards into relevant roles and responsibilities, future recruitment, and our national induction standards.   The three strands of the programme highlighted above are all within scope of the evaluation, with each strand needing its own focus, as well as, understanding how the programme strands work together to create lasting positive change.  The three core workstreams above will be supported by digital work to embed better use of digital within the programme. |

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| 1. **Requirement**   This is a statement of what is to be delivered and forms the main body of the specification. The ‘golden rule’ is that specifications need to be *Clear*, *Concise* and *Unambiguous*. It also:   * details what will be expected of the Supplier under the contract * how you see the contract operating to ensure aims and objectives are met * details specific tasks, outputs and expectations * do not embed critical requirements in background information – Suppliers may miss them * list the important elements of the requirements first, and work through to least important   Specify requirements as:   * *Mandatory* -essential requirements that must be met * *Desirable* – requirements that whilst bringing benefits are not essential * *Information* – requirements that request supplementary detail that may be helpful to the overall picture   **Note:** As a general rule, no information should be provided about the proposed budget availability. The intention is to ensure enough detail is provided about the scope of the project to enable the Supplier to gauge the size of the task themselves given their detailed and specialist knowledge, without leading on price. |
| * 1. **Purpose of evaluation and overall requirements (Year 1 – Apr 24 to Mar 25).**   The purpose of this evaluation is to support the CPS to learn, adapt and improve during piloting phase, generate evidence of what is working, and set the foundations for an impact evaluation with a strong economic strand.   * The priorities for Year 1 are as follows:  1. **Learn and adapt using insights/evidence:** generate and provide *valuable insights* and *emerging evidence* to support the continual improvement and adaptation of the programme throughout piloting. Ensure this evidence is sufficiently robust to inform any future funding bids. This may include supporting A/B testing (testing variations of implementation to determine which variant is most effective) during piloting and when appropriate drawing on comparators and counterfactuals to strengthen confidence in the evidence. 2. **Testing and reviewing the theory of change:** assess and review the Outcomes Framework and Theory of Change and recraft according to emerging insights and evidence. 3. **Victim perspectives and feedback:** scope and set up processes to collect *opinions* and *perspectives* from victims, at the most appropriate times and in a trauma informed way.Victim feedback systems will be a core part of the evaluation, however in-depth qualitative work will need to be conducted to further assess programme contribution to victim outcomes. 4. **Feasibility of a cost benefit analysis:** provide a *feasibility study for a cost benefit analysis* which will be focused on the extent to which the programme has created efficiencies and improved effectiveness within the CPS and the wider criminal justice system.  * Given the 4 priorities outlined above the **core requirements** for this evaluation are outlined below.   **Requirement 1: Learning and adaptation.**  The evaluation will focus on the three strands of work set out above – the Universal Service, the Enhanced Service and National Centre for Victims Services.  In 24/25, the evaluation will be required to collect, analyse, and present data in a visual way that is valuable for the programme team, to support them to adapt and improve *during* piloting and provide evidence of what is working. It will be essential that the Supplier approach the evaluation in a way that prioritises collaborative learning. Based on this approach we require the evaluators (Supplier) to generate an effective learning process for the programme team and to produce rich resources for the CPS and our partners, which ***reflect learning, collaboration, and adaptation of the programme.***  As part of learning we will require the evaluators (Supplier) to appraise the critical success factors as the programme moves through piloting and feedback to the team. Our initial thinking on these critical success factors have been generated through developing our theory of change but will need to be further developed and assessed, in collaboration with the team, and through using insights and emerging evidence during piloting.  **Possible A/B testing**  The programme is considering options to conduct A/B testing during piloting, in which variations of delivery will be tested live (for example sending different variations of letters and emails to victims). If this is undertaken as part of piloting, we require the suppliers to support with measuring the outcomes (shorter-term) of those testing variations, outlining the pros and cons of each variation, and to make recommendations on the most effective and efficient variation to take forward.  **Requirement 2: Testing our hypothesis for change (theory of change).**  The programme has a comprehensive Outcomes Framework in which outcomes (positive changes) for victims, the CPS and the wider criminal justice system are mapped over time. The Supplier will be required to collate data to test the programme hypothesis around the service activities delivering and/or contributing to those outcomes. At the same time, through the strong learning component we will expect the Supplier to support the review and the recrafting of those outcomes and our theory of change using insights and emerging evidence. Outcomes are mapped over time (shorter term to longer term) and we would expect the evaluation team to:   1. Collect, analyse, and make sense (joint analysis and interpretation) of data, with the programme team, to assess shorter term outcomes. 2. Review and re-craft the theory of change so it reflects programme insights and emerging evidence and the reality of practice and delivery.   This aspect of the evaluation will require strong engagement and collaboration with the programme team and stakeholders within the CPS and the wider criminal justice system.  During the testing of our theory of change we will require the Supplier to explore the possibility to design in comparator groups and/or counterfactuals, where appropriate, to strengthen confidence in contribution.  The successful Supplier will be provided the Outcomes Framework and the Theory of Change at contract stage. For an overview of outcomes please see page 11.  ***Equality considerations and Intersectionality***  The evaluation design should incorporate assessing the extent to which outcomes have been realised for different groups of people, for example, consideration of protected characteristics, life circumstances and crime type. Data collection and analysis should be designed to segment different groups of people and compare outcomes accordingly (comparator group analysis).  **Requirement 3: Victim perspectives and feedback**  The Victim Transformation Programme primarily aims to improve victim experience with the CPS and contribute to a smoother and more joined-up journey across the criminal justice system. Victim perspectives and feedback should therefore be at the centre of this evaluation and their perspectives will be crucial to measuring success. We would want the evaluator both to scope how existing methods could be used (we will provide the supplier with a comprehensive report on what is already collected) and to design new methods of data collection (for example victim surveys). Placing the victims voice at the centre of the evaluation will have its challenges, but also considerable opportunities.  We therefore require the evaluators (Supplier) to:   1. **Scope existing opportunities to gain victim perspectives and feedback and utilise those opportunities where appropriate**: Working with the programme team and the evaluation manager, scope where current opportunities lie to gain the perspectives of victims, such as, through current feedback mechanisms, for example, through website forms. Using existing systems, the type of feedback should be more tailored to evidence victim outcomes set out in the Outcome Frameworks. 2. **Design new data collection methods:**  Design bespoke methods to gain victim perspectives, for example, surveys and qualitative methods, and integrate a proportion of those methods into the design of the programme, where appropriate and working closely with the CPS. For example, this could be QR codes on letters sent to victims that link victims to a victim survey, or more proactive ways to gain feedback, for example, gaining consent after calls with victims and sending them short surveys to complete whilst they are engaged. To inform and support with centring victim voice at the heart of the evaluation, the evaluators will have access to a detailed and comprehensive piece of work conducted by the research team.   To inform and support with centring victim voice at the heart of the evaluation, the evaluators will have access to a detailed and comprehensive piece of work conducted by the research team.   1. **Victim Feedback Literature Review 2023:** Presents the feedback mechanisms available to victims across the criminal justice system, what best practice looks like in comparator organisations and assesses literature on engaging with harder to reach groups. 2. **Organisational Scoping Review 2023:** Identifies current CPS feedback needs and processes, as well as current CPS victim datasets.   These documents will be shared with the successful Supplier, however, to inform this bid, below is an overview of the several mechanisms in place for victims and witnesses to feedback (Organisational Scoping Study 2023).   1. Online feedback forms on the CPS website which provide victims and witnesses the opportunity to leave any complaints or compliments about the CPS. The submission process requires the provision of personal information (e.g., name, date of birth, and address), and individuals can make submissions at any time. 2. Victims may also choose to share information about themselves or their experiences with the CPS via social media; either by engaging with official CPS social media pages or mentioning the CPS in their own posts or via material on their own pages. 3. Victims can also provide direct feedback to their local CPS areas via email, by post, and/or over the phone. 4. CPS areas may also have additional local feedback pathways (such as Local Scrutiny Involvement Panels), and, over the years, there have been numerous proactive and discrete (i.e., temporary) feedback mechanisms developed to help gather views from victims and witnesses as part of specific projects and policy streams, for example, Community Accountability Forums. 5. In the past, discrete, and direct surveys have been used to gain victim and witness feedback, such as the Crest Research in 2022, and the CPS Victim and Witness Satisfaction Survey in 2015 which elicited responses from 7,723 victims and witnesses.   There are also mechanisms that exist across the criminal justice system such as the Victim Survey, led by the Victim Commissioners research team, which is focused on eliciting victim experiences across the criminal justice system and victim services.  Within this context and avoiding duplication the evaluators will be required to scope the most valuable and appropriate points across the Victim Transformation Programme to gather perspectives from victims - taking a trauma informed approach.  ***Qualitative methods***  Although utilising and designing victim feedback systems is an important part of the evaluation, we would also expect to see more in-depth qualitative work with victims to explore the extent to which the programme delivers quality interventions, and the contribution our activities make to achieving positive outcomes for victims. This qualitative work will need to be rigorous, as well as, sensitive and compassionate to the circumstances of victims, therefore, the evaluators are required to employ trauma-informed practice.  ***Trauma-informed practice***  As part of the Victim Transformation Programme, the CPS intends to conduct trauma informed training and support for CPS staff that interact with victims that have experienced trauma.  As the evaluators will need to obtain victims perspectives as part of understanding effectiveness and a proportion of those victims will be RASSO victims, experiencing significant trauma, trauma informed approach to the research is a requirement. At a minimum we would expect to see a bid that:   1. Clearly articulates the principles that will inform the approach to trauma informed research, particularly around avoiding re-traumatising a victim/survivor, ensuring their safety, and fostering empowerment. 2. Incorporates trauma informed principles and practice into the evaluation design, data collection, analysis, and dissemination of the findings. 3. A support system for the evaluators/researchers to support wellbeing and to prevent and manage vicarious trauma through self-care and self-protection.   **Requirement 4: Feasibility of a cost benefit analysis**  In the longer term, a cost-benefit analysis of the programme will be required. For 24/25 in this contract, we expect the evaluation to conduct a feasibility exercise around a future cost-benefit analysis which will involve the following:   1. Identifying monetarised outcomes (benefits); and articulating mechanism that will deliver and/or contribute to efficiency across the criminal justice system. 2. Test with the appropriate stakeholders across the criminal justice system the extent to which our current thinking on creating efficiencies and improving effectiveness holds true; and which outcomes could be monetarised. 3. Scope the data requirements for conducting a cost benefit analysis (this should include system wide efficiencies). 4. Assess the feasibility of data collection (access to data) and the quality of data, within the CPS and across the system, to conduct a high-quality cost benefit analysis. 5. Assess the feasibility of using comparisons and counterfactuals within the cost benefit analysis, to build confidence in findings.   **Victim Attrition**  Reducing victim attrition across the criminal justice system is included in our Programme Outcomes Framework and Theory of Change. However, this is an ***outcome to explore in terms of our contribution rather than a measurement of success.*** As part of the feasibility study, we require the evaluation to use existing data to assess:   1. The points across the criminal justice system where victim attrition peaks. 2. Main drivers for attrition (wider evidence review). 3. Attrition segmented by protected characteristics and any other appropriate segmentation. 4. The Victim Transformation Programme activities which can reasonably and rationally contribute to lowering victim attrition (if any).   Dependent on the outcome of the above steps, a decision will be made on whether decreasing victim attrition can be incorporated into the cost-benefit analysis. The above activities will need senior stakeholder engagement across the CPS and within the programme team. The CPS can provide initial internal data on victim attrition as well as reports on recent cross government work on the relationship between protected characteristics and victim attrition.  **A note on existing CPS data and sampling**  The CPS has several databases that are used to capture victim data and generate reports. These databases can be used to extract victim information for the evaluation and to inform thinking about victim feedback mechanisms, by helping to understand the CPS victim population. For example, the datasets provide information about the number of victims dealt with by the CPS per year, broken down by social demographics and protected characteristics..  The data can also be used to understand representativeness within victim feedback systems, for example, it informs the volume of victims needed to create a representative sample generalised to the wider victim population. The data could also be used to determine whether specific groups of individuals are more or less likely to need additional support through the criminal justice system and help with determining the size of marginalised or harder to reach groups, as well as monitoring the relative success of any new feedback mechanism in gaining responses from these groups.  At present, and please note that this is subject to change, the Universal Service testing team are capturing data on the:   * number of cases the team are assessing; number of cases that are in scope; number of calls the team make; number of contacts made; number of packs issued via post or email; number of cases the team are assessing; number of cases that are in scope of testing; number of calls the team make; number of emails the team are sending; number of packs issued via post or email; have the police captured the information they need to on the MG6; type of charge; amount of time it takes to complete assessment; amount of time it takes to make the calls; anecdotal unverified feedback from victims; has the case been completed within 24hrs; preferred method of contact; police charged case; multiple victims; case category; escalations. * compliance checks including that the VTP flag has been added; CSM has been properly annotated; checking the email security questions have been confirmed; how many call attempts have been logged and have the letters been formatted properly; has the case been completed within 24hrs. * The team are currently unable to gather data on the demographic data of victims currently in scope.   For the Enhanced Service work is underway to design a tracker to collect information from CPS Areas about implementation of the service. We would look to share this information with the evaluator.   * 1. **Key evaluation questions**   The evaluators will support the programme team to further scope evaluation questions as the pilot progresses, at present we would expect the following questions under the themes below to be addressed:  **Victim volume and type (Universal and Enhanced)**   1. What volumes of victims are moving through both services, nationally, by CPS area and police force? 2. What are the demographics, and protected characteristics of victims moving through both services and is there significant variation regionally and locally?   **Victim engagement (Universal and Enhanced)**   1. Which victims are more likely to engage with the service than others? Are there any patterns in terms of demographics, protected characteristics, crime type and geography? 2. What volume of victims, and with what protected characteristics, contact the CPS to gain follow up information? 3. Why do they typically contact or re-contact the CPS? 4. In which CPS areas and police forces is victim engagement particularly strong and why? 5. To what extent do victims engage with their Victim Liaison Officers (VLOs), across their journey? 6. What points across the criminal justice system do victims engage the most and the least? Why is this? 7. What are the most effective ways to engage victims? 8. What is the volume of victims that uptake the offer to meet pre-trial (duty to meet)? What factors drive uptake of meetings? 9. Who is the most effective CPS staff member to conduct the pre-trial meetings? Which other partners is it beneficial to invite? 10. How many meetings happen face to face vs virtually and what are the benefits and disadvantages of both approaches?   **Piloting (Universal and Enhanced)**   1. Which parts of piloting are working well?  ​ 2. Which A/B variations are working well and why? What are the pros and cons of each variation? Which are the recommended variations to take forward and why? (Subject to further scoping of how evaluation will be used) 3. Which parts of the pilot are not working so well and why?  Are there improvements that can be made to existing activities? Or should the activities change? ​ 4. Does the pilot work differently for some groups of victims (consider protected characteristics, demographics, life circumstances and crime type)? What are those differences and why? 5. Does the pilot work differently in some CPS areas? ​If so, what are the key variations and why? 6. Are the pilots working as expected? If so why or why not? Are there fundamental changes that need to happen before scaling up the pilots and rolling out the programme? ​ 7. How does the emerging evidence support or challenge the theory of change? How does the theory of change need to be adapted accordingly?   **NCVS**  **Products, advice, and support**  ***Internal***   1. To what extent areour people accessing the Charter, our guidance, and our tools on victim engagement? 2. How do they use them? Are theyvaluable to them? If so how, if not, why not? 3. Are products being used consistently across regions/CPS areas? If not, why not? 4. To what extent are our people coming to the NCVS proactively ask for support and advice? What kind of support/advice do they require? 5. Where do our people need our continued/extra support on victim engagement? 6. To what extent are our people engaging and responding to NCVS communication? For example, is it accessible, is the communication informative both locally and nationally?   ***External stakeholders***   1. To what extent are our products, tools, and guidance valuable and useful for our partners? 2. Are our new templates and guides improving the quality of our communication and general victim engagement in their view? 3. How do partners receive and respond to our external tools and guidelines (e.g., charter)? 4. Do external stakeholders’ signpost to the NCVS for information and advice? 5. Are we successfully persuading external stakeholders that we are committed to the continual improvement of victim engagement?   ***Victims***   1. To what extent are victims accessing the charter? How do they use the charter? Do they find it valuable and helpful? 2. To what extent do victims find our decision to charge communication empathetic and clear? 3. Is there an increase in the amount of contact we receive from victims? If so, what do they contact us about and why?   **Continual improvement**   1. To what extent is the CPS living up to the charter standards and how has NCVS influenced this? 2. How is the NCVS continually improving and supporting the organisation to continuously improve victim engagement? 3. How are we influencing the organisation to develop processes and systems to ensure a victim centred view?   **Our people and organisational culture**   1. To what extent is the NCVS supporting the organisation to shift culture so it is more victim-centred? 2. To what extent is the NCVS influencing a culture of sharing and learning to improve victim engagement? Is the CPS organisationally talking about victims? 3. To what extent is there an increase in stories being shared about good practice/challenges? 4. How is the NCVS promoting the recognition of our people (locally and nationally) when demonstrating excellent victim-centred service improvement? 5. Is the NCVS influencing the programme and the organisation to identify the right L&D requirements? 6. Does the NCVS have the right influencing skills to shift culture to one that is victim-centred? 7. Has the NCVS effectively influenced the senior leadership of the organisation (locally and nationally)? Are victims featured enough in our strategy, communications, and performance indicators?   **Critical success factors**   1. What are the critical success factors and how are they working within the programme? 2. Which factors are particularly challenging and why? 3. Where are the areas of good practice and what are they?   **Victim communication and information sharing**   * In the victim’s view, how valuable and appropriate are communications and information sharing from the CPS? (Please see outcome measurement and exploration below for more information) * What changes could be made for improvement?   **Resourcing and our people (all 3 programme strands)**   1. What investment is needed during piloting and/or set up? 2. What effect will scale up have on investment? 3. Is the recruitment process (from JDs to interviews through to appointment) robust enough to ensure the right people with the right behaviours and knowledge are in the right roles? 4. Do our people feel they have the skills and knowledge to deliver the programme? 5. Do our people have the appropriate training and ongoing support to deliver the programme effectively? 6. Do our people feel their wellbeing is cared for as they deliver the programme?    1. **Outcome measurement and exploration**   Below are the outcomes set out for each programme strand. The Supplier should consider how contribution to these outcomes will be demonstrated. Please consider using comparators and counterfactuals within the design of outcome measurement to develop our confidence in the evaluation findings.  **Universal Service: Victims outcomes (shorter to intermediate term)**   1. To what extent has the Universal Service contributed to the following outcomes for victims, during piloting? Do these outcomes still hold true, or do they need re-crafting? 2. To what extent do protected characteristics or life circumstances affect the outcomes set out below?  * Victims have a clear understanding of the role of the CPS within the criminal justice system, and the role they play in their case. * Victims are clear on the sequencing of the criminal justice system process and at what stages the CPS will communicate with them and why. * Victims choose how the CPS will communicate with them. * Victims will be aware of the Victims Code of Practice and how they can access it. * Victims have clear, understandable information about how a charging decision was made by the CPS. * Victims feel that the tone and style of communication from the CPS is empathetic. * Victims who receive no further action as a charging decision are aware of who and how the decision was made. * Victims will know about the Victims Right to Review and who they can contact to request a Review. * Victims feel that communication from the CPS is timely. * Victims feel they are kept up to date with case progress and case outcomes. * Victims know where to access further support and advice from the relevant external agencies.   **Enhanced Service: Victim outcomes (shorter to intermediate)**   1. To what extent has the enhanced contributed to the following outcomes for victims, during piloting? Do these outcomes still hold true, or do they need re-crafting? 2. To what extent do protected characteristics or life circumstances affect the outcomes set out below?  * RASSO victims feel they are introduced to the CPS early in the criminal justice system (before a charging decision is made) and are aware of the CPS process in making a charging decision. * RASSO victims know they have a dedicated contact point within the CPS, in which they can access information. * RASSO victims feel that the CPS communicates with them in a trauma informed way, with empathy for their personal situation. * RASSO victims feel they understand what to expect in court (pre-trial) and feel reassured so that they can give the best evidence possible.   **NVCS outcomes (shorter to intermediate)**   1. To what extent has the NVCS contributed to the following outcomes, during piloting? Do these outcomes still hold true, or do they need re-crafting?  * Our people understand and use the Victim Service Charter to guide their work. * Victims access the Charter to understand CPS standards of excellence. * Victims use the Charter to hold us to account. * Our people *use* NCVS’s guidance and advice to improve their victim-centred engagement. * Victim service is improved through staff skills and confidence. * Use a learn and adapt approach to continuously improve NCVS work.   **Wider criminal justice system outcomes**   1. What is the added value to other criminal justice system agencies? 2. Are there any efficiencies and improvements in effectiveness across the criminal justice system in which the programme contributed to? 3. Does the programme contribute to a reduction in victim attrition and if so, how and to what extent? 4. What are the costs associated with those benefits across the criminal justice system?   Note: the successful Supplier will receive our hypothesis for change for the criminal justice system (outcomes for the system) at the beginning of the contract.  **3.4 Evaluation scope**  As outlined in section 2, there will be significant scale up during piloting (Apr 24 to Mar 25) which encompasses:  **Universal Service**   * **Apr 24** - piloting first contact point with victims in 4 CPS areas, incorporating 5 police forces. * **By Mar 25** - piloting first contact point scaled to more CPS areas and police forces throughout the year (numbers TBC).   **Enhanced Service**   * **Apr 24** - implementing VLOs and pre-trial meetings to all CPS areas by Sep 24; piloting key contact for RASSO victims in 3 CPS areas. * **By Mar 25** - piloting of end-to-end enhanced service (which will incorporate key contact points for victim engagement, VLO and pr-trial meetings) scaled to further CPS areas (numbers TBC).   **NCVS activities**  Will encompass a wide range of activities outlined in Section 2, to support the programme and the wider organisation.  We understand that not all CPS areas and police forces will be included in some of the primary data collection, therefore we would expect the bids to consider **how to include a good representation of CPS areas, police forces and victims within the evaluation.**  We do, however, **require the first 4 CPS piloting areas (starting in Apr 24) and police forces to be included to maximise learning early on.**  Given points 3.1 to 3.4 the above the Suppliers are required to provide an outline of the expected number of CPS areas and police forces to include in the evaluation, using:   * a rationale criterion and sampling method over year 1 * a realistic approach in line with the recommended budget   The below points give an outline of what we consider mandatory and desirable when developing this bid. Please reference the accompanying Evaluation Criteria for scoring assessment to guide proposals.  **3.5 Methodological and analytical approach**   * **MANDATORY:**    + Evidence of prior track record of a collaborative learning approach that supports the adaptation and improvement of piloting.   + Evidence of prior track record in undertaking complex theory-based evaluations, and specifically those that focus on the criminal justice system.   + Evidence of working with people that have experienced trauma, particularly with people that have experienced rape and other serious sexual offences.   + Evidence of understanding and practical application of the Magenta Book.   + A clear articulation of a trauma-informed research approach to both quantitative and qualitative elements of the evaluation.   + An appropriate methodological approach that details the proposed approach in the form of work strands and sets out how the method(s) contribute(s) to the evaluation purposes, requirements and evaluation questions set out in 3.1 to 3.3. Please include any information on how you would construct comparator groups and counterfactual to illustrate causality to the outcomes set out on page 11.   + An approach to evaluating A/B testing and clearly outlining the approach you would take to evaluate variations.   + An approach to the cost-benefit analysis (or other proposed economic analysis) outlined in requirement 4.   + Approach to data cleansing (see section 6).   + Description of quality assurance processes for analysis and approach to monitoring and assuring robustness and rigour of analysis and findings. * **DESIRABLE:**    + Demonstrate understanding of how the work aligns with and impacts on core CPS 2025 strategy.   + Experience in designing, setting up and/or improving feedback systems.   **3.6 Proposed project plan and team**   * **MANDATORY:**    + A draft project plan detailing how you propose to deliver the work.   + A criterion to inform sampling of the pilots within the CPS areas, within the budget envelope. This should also include the likely number of CPS areas and polices that would be included in the various parts of the evaluation.   + How you will consider victim representativeness within your approach.   + Reflection on how the key evaluation questions will be addressed, and how this will inform evaluation design, and methodology (there is no need to take each evaluation question and explain how you will answer it in this tender, merely a reflection on the how you will address the main themes).   + Work strands and timescales for the duration of the evaluation.   + A plan to meet the timeframe outlined in the Timetable section of this document with a GANT chart.   + An outline of data and materials that you anticipate will need to be supplied by the CPS (it is understood this will be subject to review during the project lifecycle). The successful Supplier will have access to a data mapping exercise where all data will be mapped across the victim journey within the Victim Transformation Programme.   + A risk register.   + Specify the project management techniques that will be used, and nomination of a project manager with sufficient experience, seniority and time allocated to manage the project effectively.   + An outline of how the contract will be delivered in the event of staff changes during the project.   + Proposed timeline and an outline of how you will keep the CPS updated on the progress of the project.   + Evidence of expertise in completing evaluations with similar requirements.   + Suppliers should present the people working on the project, outlining their seniority, number of days on the project, skills, experience, and nature of their involvement in the evaluation.   + An outline of the team’s resilience and contingency plans. * **DESIRABLE: N/A**   **3.7 Reporting**  The Supplier will provide all written outputs in plain and accessible English.  All written outputs must be quality assured and proofread by the Supplier before submission to the CPS. All outputs will be reviewed and cleared by the CPS. The Supplier will be required to amend the final report to address all reasonable comments provided via peer review, prior to the final report being agreed as the final output.  The Cabinet Office Evaluation Task Force have recently launched an Evaluation Registry, where government departments are asked to register evaluations prior to commencement and share these on completion, with a view to improving transparency and learning. It is intended that this evaluation will be registered, as part of the CPS’s commitment to its Evaluation Strategy. Reporting will largely follow the same guidelines as the Government Social Research (GSR) reporting protocol, <https://www.gov.uk/government/publications/government-social-research-publication-protocols> the CPS intend to publish report(s) from this project. The CPS holds the final decision on the appropriate dissemination of findings. Findings must not be published or disseminated by the Supplier without prior permission from the CPS.  No material supplied to meet the objectives of the current study can be used by the Supplier for any other purposes (e.g. newspaper, journal articles, interviews with or presentations to outside parties) unless express prior permission is granted by the CPS.   * MANDATORY:     1. Acceptance of the above terms, including the need to publish on the Evaluation Registry   2. All reports outlined in the output section, in plain English. * DESIRABLE:   1. Welsh translations of reports   **3.8 Data security**  ***As part of their response, suppliers must provide:***   * **MANDATORY:**   1.Details of their approach to data security, transport, and management, and retention schedules  2. A risk register which demonstrates their consideration of the expected key risks and challenges and how these will be mitigated wherever possible.  3. Details pertaining to the use and storage of data through any third-party software (e.g., analysis software).  4. Ethical considerations related to victim data (including both qualitative and quantitative work). Specifically, there should be sufficient detail around how the bidder will reduce the physical and psychological risks associated with providing feedback/information. This should include safeguarding risks of contacting victims, safeguarding protocols if a participant wants to raise a concern/issue about the service or the evaluation process.     * **DESIRABLE: N/A** |
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| 1. **Aims**   Should provide details of the main aims and reasons of the tender exercise |
| The aim of the tender exercise is to identify a Supplier with the required skills and capacity to undertake an evaluation in line with the purpose and requirements outlined in Section 3. The evaluation will support the piloting phase to learn, adapt and improve and to lay the foundations for an impact evaluation and cost-benefit analysis. It will also provide information for future Spending Review rounds and inform CPS thinking on victim-centred programme design and delivery.  The tender exercise is also intended to ensure that the evaluation is independent of the delivery teams within the CPS and the Supplier will act as a critical friend to the programme team. The Supplier will be required to provide reports that the CPS will publish, but also provide insights and evidence that can be used by the programme team to support adaptation and improvement. Independence and transparency are key strands of the CPS Evaluation Strategy: therefore, this exercise will help the CPS meet the aims set out in the Strategy. |

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| 1. **Target Participant Group**   Detail of the audience or population to be targeted by the research / evaluation. This information will help suppliers determine an appropriate methodology for sampling and data collection. The target required needs to be unambiguous. Make sure you include:   * Any data you have on target population size * Current insight, including segmentations, focus group work etc. * Sample size of named stakeholders or influencers and whether you have contact details for them, if relevant |
| As outlined in requirement 3 in Section 3, key target participants in this programme are victims. Th CPS holds numerous datasets on victims, which can be further triangulated with public facing data from the Ministry of Justice and the Office of National Statistics. For research and evaluation purposes it is expected that the Supplier would need to perform an exercise in data cleansing before analysis. The following internal datasets would be accessible to the successful supplier:   * Volume of CPS victims (and witnesses) * Demographic profile of the CPS victims using the following characteristics:  1. Sex 2. Age band 3. Ethnicity 4. Disability Status 5. Religion  * Victim support needs (e.g., a victim is flagged as vulnerable or experiencing intimidation) * Principal Offence Category is not currently recorded alongside victim data. However, in some cases such as rape and domestic abuse there are monitoring flags which can link through to the victims data.   There are also published metrics that can be accessed such as:  Criminal Justice Delivery Data Dashboards.  <https://criminal-justice-delivery-data-dashboards.justice.gov.uk/overview>  Office for National Statistics  <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice>  Ministry of Justice key statistics  <https://www.gov.uk/government/organisations/ministry-of-justice/about/statistics#latest-statistics>  As well as the programme team, CPS staff within areas, the staff within police forces will also be key informants of this programme. All contact details of the relevant and appropriate staff will be provided to the successful Supplier. |

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| 1. **Objectives (Measurable Outputs)**  * Any specific objectives should be detailed here * What is the aim of the work? * Break down to include specific measurable outputs and expectations * Be specific on how and when you expect the outputs to be delivered and how these outputs will be measured during the life of the contract?   This should be clear-cut, detailing the overall policy or communications objective plus a bullet point list of specific objectives. If you already have SMART objectives you should include these here. |
| Outputs and deliverables are listed at Section 9. The lifespan of the tasking is likely will commence in Apr 24, with conclusion Mar/Apr 25. |

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| 1. **Suggested Approach and Analysis**   Use this section to explain your proposed approach (if you have one). If you do have an existing approach you should be very clear where/if you are seeking new ideas. The project specification should encourage suppliers to problem solve rather than being prescriptive in its strategy. You should be clear in this case that you wish the Supplier to develop the approach and what it needs to consider in doing so. Make a clear statement of the type and complexity of analysis needed. For quantitative data, stipulate what kind of cross-tabulation headings and statistics will be needed. The researcher will need these details to formulate the research design (sample size and type) and determine the resources that will be required. Be sure to specify requirements for sub-contracting if you have any. |
| We require the Supplier to consider and present their approach to the evaluation and their analysis of the 4 requirements outlined in section 3. |

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| 1. **Outputs**   The deliverables required – such as data tables, reports, summaries and presentations of the research findings. Detail if interim reports are necessary. |
| Over the period of the contract the Supplier must deliver:  **Progress reporting:**   * An inception meeting/s to discuss and clarify the requirements and scope of the project. * Weekly or bi-weekly progress updates (verbal, via Teams 30 min meetings) Note: frequency may be adjusted subject to agreement between the Supplier and the CPS * Monthly project updates (Max 2 pages – to include progress and risks, and information / stakeholder access requirements for the coming month/s)   **Report deliverables:**  The specific outputs for this evaluation will need to be co-designed and reviewed between the Supplier, the Evaluation Manager, and the Programme Team. However, we would expect the following process and outputs:   * **Regular insights and emerging evidence** about piloting to be presented to the programme team at the most opportune times. At the start of piloting this is expected to be on a regular basis, possibly every 2 to 3 weeks. * **An interim report,** to a publishable standard (maximum 30 pages main body unless agreed otherwise) covering the methodology, analysis, and findings, with technical appendix as needed. The CPS will expect this to incorporate lessons learned, and adaptions made over the first 6 months of piloting. * **Summary slide decks/report written** in suitable language with visuals and key messages easily understood. * **A final technical report, to a publishable standard** (maximum 30 pages main body unless agreed otherwise) covering the methodology, analysis, and findings, with technical appendix as needed. The CPS will expect this to incorporate lessons learned, and adaptions made over 1 year of piloting. * **Summary slide decks/report written** in suitable language with visuals and key messages easily understood.   **MILESTONES**  Of the above, the following are formal milestones:   * **The interim report,** to be delivered 6 months into piloting (Oct 24) * **A 6-page summary of the interim report** written in suitable language for lay person understanding (Oct 24) * **A final technical report** of a publishable standard (maximum 30 pages main body unless agreed otherwise) covering the methodology, analysis, and findings, with technical appendix as needed (Mar/Apr 25) * **A 6-page summary report** written in suitable language for lay person understanding (Mar/Apr 25)   A payment schedule will be agreed based on these milestones.  The Supplier will provide all written outputs in plain English. All outputs shall be accurately drafted and proof-read by the Supplier before submission to the CPS. Poor quality outputs will be rejected by the CPS. The Supplier must commit to undertaking quality assurance of all deliverables and provide details of the quality assurance procedures they have in place. All outputs will be reviewed and cleared by the CPS. The Supplier will be required to amend the reports to address all reasonable comments provided by the Evaluation Manager and the Programme Team.  There is currently a possibility that this contract will be extended for a further year during Phase 1 i.e., until March 26. For Phase 2 of the programme (April 26 onwards) there will be a new contracting phase for the evaluation (subject to funding). Therefore, the Supplier should be prepared to handover all necessary knowledge and reports to a new Supplier for this phase of the evaluation. |

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| 1. **In Scope, Out of Scope**  * be specific on what is to be included * what is excluded * what is optional |
| The following tasks are within the scope of requirement and the Supplier will:   * design the evaluation approach, methodology and methods. * deliver the evaluation, including collection and analysis of data as required. * attend regular project meetings with the CPS evaluation manager and representatives from the programme team. * report any emerging risks/issues so the CPS and the Supplier can take steps to address these. * conduct the required analysis on data generated by the methods proposed. * use the data to address the evaluation objectives. * produce outputs of emerging insights to the programme team during piloting. * produce an interim and final report which is publishable. |

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| 1. **Liaison Arrangements**   The requirements for contact and liaison throughout the research project   * Is there a team or advisory group the researcher will need to meet? * Give address where services are to be carried out (Businesses, Suppliers or both) * Canany or all of the requirement be delivered remotely * What are the envisaged frequency, type and reporting details required? |
| **CPS management / oversight**  The Supplier will have one point of contact, the evaluation manager who will provide technical assurance and oversight from within the research team and the victim transformation programme.  As part of the CPS governance process the work will be reported to the Victim Transformation Programme Board, and the Deliver Team, via the evaluation manager. The Supplier may be asked to present direct to the board on occasion.  It is anticipated that the Supplier will nominate a project manager. Throughout the contract, the Supplier will be expected to meet as a minimum monthly with the internal CPS evaluation manager but this is expected to be more frequent at the beginning of the work.  Additionally, if novel data are gathered for this evaluation, it would be preferable for the CPS research team to be able to observe some of the data gathering, especially if this is via interviews and / or discussion groups. As a minimum a senior researcher will expect to be able to obverse at least one of each type of data gathering method used.  CPS staff work nationally from offices throughout England and Wales. Most of the requirements can be delivered remotely, utilising video conferencing platforms to communicate regularly. Although it may be preferable to have some meetings in-person, this is not a requirement. |

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| 1. **Regulatory requirements**   Are there any regulatory requirements the need to be considered? Please list. |
| Suppliers should as a minimum be able to comply with:   * The Concordat to Support Research Integrity in Government <https://www.universitiesuk.ac.uk/topics/research-and-innovation/concordat-support-research-integrity> * The Government’s Social Research Code and publications protocol: <https://www.gov.uk/government/publications/the-goverment-social-research-code-people-and-products> * Ethical Assurance for Social Research in Government: <https://www.gov.uk/government/publications/ethical-assurance-guidance-for-social-research-in-government> * Publishing Research and Analysis in Government   All data must also be stored in accordance with the Data Protection Act 2018, Freedom of Information Act 2000, the General Data Protection Regulation (Regulation (EU) 2016/679) and [Government Economic and Social Research Team guidelines](http://www.civilservice.gov.uk/networks/gsr10). All published outputs from the research will be anonymous. The successful Supplier must comply throughout the project with the CPS data protection policy.  The successful Supplier must ensure that all staff working on the project have had a Baseline Personnel Security Standard (BPSS) check. |

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| 1. **Service Levels**  * What levels of service do you require * How will these be measured over the life of the contract |
| * 1. **Supplier Obligations**   This is a 1-year contract with the key deliverables set out in Section 8.  Once the contract is live the CPS will work with the Supplier to confirm the delivery dates for each stage of the project. Initial dates have been provided in the proposed timeline (section 15).  The Supplier will also nominate a project manager. The project manager nominated by the Supplier must have sufficient experience, seniority, and time allocated to manage the project effectively. As part of their proposal, Suppliers must provide details of their project team (with short CVs, detailing relevant experience) and delivery plans.  The CPS, Victim Transformation Programme, evaluation manager and programme manager will hold regular meetings with the Supplier to review progress, to ensure that milestones are met and to quality assure the final product to ensure it is of a high standard, meets the specification and is publishable.  **12.2 Quality assurance**  The Supplier must commit to undertaking quality assurance of all deliverables and for the Supplier to guarantee the accuracy of all outputs to the CPS. Suppliers must provide details of the quality assurance procedures they have in place.  **12.3 Risks**  A risk is any factor that may delay, disrupt, or prevent the full achievement of a project objective. All risks should be identified. For each risk, the register should assess its likelihood (high, medium, or low) and specify its possible impact on the project objectives (again rated high, medium, or low). A risk register should include appropriate actions that would reduce or eliminate each risk or its impact.  As part of their proposal, Suppliers must provide a risk register. |

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| 1. **KPI’s**      * What KPI’s will be used to measure Supplier performance and deliverables * Please note it is a mandatory requirement that at least 1 KPI must refer to the Social Value element as asked in the ITT |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | KPI | | Measurement of KPI | Below standard | Standard met with reservations | Standard fully met | | **1. Clear and active updates and communication** | Ongoing communication across all stages of the project to keep the CPS updated | CPS being updated in line with the agreed frequency, including fortnightly meetings and interim updates | Limited communication with the CPS, changes to the research are made without discussion | Ad-hoc communication, some meetings may have been cancelled at short notice or changes not previously agreed | Supplier communicates with the CPS as agreed, and the CPS is routinely keep updated with any changes | | **2. Timely completion of deliverables** | Evaluation plan, analytic plan and all project reports and outputs delivered in a timely manner | Proposals, reports and outputs delivered within the required timescales at the agreed frequency | Report/output delivered > 5 working days after the agreed deadline date and without a robust explanation accepted by the CPS | Report / output delivered up to 5 working days after the deadline date and without a robust explanation accepted by the CPS | Meets expectations, reports / outputs are delivered on time | |  | | **3. Quality of deliverables** | Evaluation plan, analytic plan and all project reports and outputs are of a high quality, and content is as expected (including recommendations regarding how to enhance the measures CPS takes to reduce disproportionality (including but not limited to operating processes, training, and the guidance) and to what extent these need to be prescriptive vs allowing discretion | All deliverables are signed off by the nominated project manager, as well as the level of edits required by the CPS | Deliverables are not delivered to the agreed standard or require significant rewriting or revisions to be made by the CPS | Deliverables are delivered to the agreed standard but require moderate revisions by the CPS | Deliverables are delivered to the agreed standard and require only minor revisions and edits by the CPS | |

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| 1. **Security arrangements for Consultants**  * Baseline Personnel Security Standards (of which Disclosure Scotland is a part) are a default requirement in any Research contract.   <https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>   * Please note if you require any additional/higher level security requirements |
| The successful Supplier must ensure that all staff working on the project have had a Baseline Personnel Security Standard (BPSS) check.    Baseline Personnel Security Standards (of which Disclosure Scotland is a part) are a default requirement in any Research contract: <https://www.gov.uk/government/publications/government-baseline-personnel-security-standard> |

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| 1. **Timetable**  * Lists key targets and/or milestones expected to be achieved * can act as a performance indicator to enable stage or interim payments to be made against measurable deliverables. * be specific on when you expect the outputs to be delivered * if the completion date is fundamental to the success of the project, then say so * Give dates for awarding the contract, completion of the research – and any interim deadlines. This will help in the planning of what is feasible. e.g. * the successful agency will be notified by [date]. * A project set-up meeting is scheduled at [department] for [date]. * We require the research to be complete and reported by [date].   Always caveat with dates and times subject to change |
| The below is a proposed commissioning timeframe. If the milestones presented in the project specification below are not feasible, the Supplier should provide their views of what can be delivered and when. However, any deviations from the overall timeframe should be clearly justified.  The Supplier should clearly identify any risks or contingencies and how these will be managed. As part of their proposal, Suppliers must provide a risk register.   |  |  |  | | --- | --- | --- | | Proposed time | Responsibility | Activity | | 11th Jan | CPS | Send out Prior Information Notice (PIN), to warm up the market. | |  |  |  | | 30th Jan | CPS | Hold Pre-Market Engagement | | 7th Feb | CPS | Issue ITT to open market /suppliers have opportunity to submit questions | | 14th Feb | Supplier | Deadline for suppliers to submit questions to CPS | | 21st Feb | CPS | Deadline for CPS to respond to questions from suppliers | | 28th Feb | Supplier | Deadline for confirming intention to submit bid | | 6th March | Supplier | Deadline for bids | | 7th March – 15 March | CPS | Assessment of evaluation bid, supplier interviews and moderation meeting to determine the successful supplier. | | W/C 18th March | CPS | Notify the winning bidder | |  |  |  | | 25th March | CPS/Supplier | Contract live (contracts signed by both parties) and evaluation begins. Inception meeting will commence as soon as possible. | |

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| 1. **Budget**   The maximum budget for this project, including expenses and any respondent incentive payments is a maximum of £658,000 including VAT. A detailed breakdown of costs is required in Appendix E within this tender. This is working under the assumption that VAT will be reclaimable under the COS 74 provision.  (All pricing is to be kept separate from the technical bid) |
| The maximum budget for this project, including expenses is £658,000 (including VAT). A detailed breakdown of costs is required from all Suppliers. More cost-effective solutions will be evaluated favourably.  Suppliers must submit clear costings for the project, including a breakdown for each phase of fieldwork, each output and project management. This must include a detailed breakdown of what activities each member of the research team will conduct with a specification of the time allocated and their daily rate; and any assumptions associated with the costs. Any additional costs such as travel, accommodation, subsistence, postage & printing, equipment costs must also be detailed. Suppliers must demonstrate how their bid provides additional value in meeting the research aims while containing costs.  This cost breakdown must be kept separate from the bid that will be sent to the research team for review. |

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| 1. **Form of proposal**   A clear statement of how the proposal should be presented. This might include a list of headings for the proposal, the order of the headings and the detail required. e.g.   * a proposal of a maximum of 15 pages, (c 6,000 words – font Aerial 11pt)   The proposal should contain the following:   * Details of the approach and external data sources to be used in support of this work, including your rationale for choosing this approach * A demonstrable understanding of evaluation in the public sector * Your organization’s experience of similar projects and [relevant] evaluation capability * Details of the personnel to be involved including their role for this project and their relevant experience * Arrangements for managing this work and quality assuring outputs, including how you would like to work with the CPS during the project |
| The overall proposal should be no more than 20 pages.  The proposal should include the following key sections:   1. **Technical Response**  * 4 sections that detail how the evaluation design, methodology and methods will consider and deliver the 4 evaluation requirements outlined in section 3.  1. **Project Plan**  * Work strands and timescales for each strand. * An outline of the information and resources that the Supplier will require to be furnished by the CPS, e.g., guidance documents, participants, etc and when in the project timelines these will be required. * The proposed timeframe should clearly link in with the proposed timeframe from the CPS and confirm whether this is feasible. Deliverables and milestones as set out in Section 8 of this document must be included. If the Supplier’s timeframe differs, please explain why. * An overview of the quality assurance procedures in place, to ensure accurate and robust analysis. This should include both the Suppliers’ processes, and proposed opportunities for the CPS research team to also quality assure the analysis (i.e. data outputs, analysis meetings etc.). * Suppliers must detail the potential data security concerns and proposed data protection plan. * Risk register identifying any potential risks, delays, or dependencies within the project. If any risks are deemed to be medium-high, appropriate actions should be described to reduce or mitigate the likelihood or impact of the risk.  1. **Costs**  * Suppliers must submit clear costings for the project, including a breakdown for the research element, outputs, and project management. This must include a detailed breakdown of what activities each member of the evaluators (Supplier) will conduct with a specification of the time allocated and their daily rate; and any assumptions associated with the costs. Suppliers must demonstrate how their bid provides additional value in meeting the evaluation aims while containing costs.  1. **Track Record, and CVs**  * Short synopses of similar work undertaken in the past * Details of the proposed project team. This should include their background and qualifications so that the CPS are assured of their experience and ability to complete this work. Please also detail their individual roles and responsibilities in the team, (i.e., project manager, analysis, quality assurance). |

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| **18. Any other Key features**    Please note down any other key features that need to be considered. Such as:   * COVID-19 Considerations * Dependencies - Suppliers should indicate if they are reliant on any third party with any information, data or undertaking any of the work specified. * Data Collection * Consent Arrangements |
| **18.1 Dependencies**  We understand that Suppliers are likely to seek access to CPS resources. The Supplier should outline what information/resources they will need and when they anticipate access being needed.  **18.2 Data collection/analysis**  The Supplier will be expected to clear any third-party software that may be used to store or otherwise manage the data. This will be subject to approval from the CPS Data Protection and Compliance Team and/or Cyber Security. |

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| **19. Outcome**   * What do you want / expect the outcome of this contract to be? * Do you have a robust escalation process |
| **19.1 Outcomes**  The outcome of this project will be an evaluation which has been conducted to support learning and adaptation of a pilot. This will also include written outputs that can be published and shared through government channels.  The CPS will retain the rights to this work. The requirements are set out in Section 3 and outputs in Section 8. The Supplier should deliver on these outputs within the specified time frame. There is also a requirement for a Welsh translation of the final report, which may be organised by either the Supplier or the CPS, but this should be agreed upon at contracting.  **19.2 Escalation process**  The CPS will agree more precise milestones with the Supplier for each stage of the project, and the key management mechanism will be the progress meetings. The Supplier will actively manage risks, seek to mitigate them, and develop contingency plans if necessary. The Supplier will be expected to nominate a lead person with overall responsibility for delivery with the same responsibilities for project and risk management.  If any difficulties arise, it is anticipated that the respective CPS Leads and Supplier project managers should attempt to resolve them. If concerns persist or become more serious, the CPS will escalate concerns to the relevant Deputy Director to seek guidance on the next steps and may be further escalated with Commercial and/or Directors if deemed necessary. |

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| **20. Exit Strategy**     * What is your exit strategy for this contract; * How do you want the Supplier to deliver skills & knowledge transfer to your permanent staff throughout and at the end of the contract. |
| This is a time limited piece of work. Learning and findings will be communicated at several points throughout the evaluation, and this will culminate in an interim and final report. Learning and findings will be published and must be produced to a publishable standard to consider publication on gov.uk.  There is currently a possibility that this contract will be extended for a further year during Phase 1. For Phase 2 of the programme (April 26 onwards) there will be a new contracting phase for the evaluation (subject to funding). Therefore, the Supplier should be prepared to handover all necessary knowledge and reports to a new Supplier for this phase of the evaluation. |