

**DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT
TERMS REFERENCE CCZZ18A40**

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	TBA
From:	Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) ("Customer")
To:	CM Monitor (Britain Thinks ("Supplier"))

Effective Date:	14 th January 2019
Expiry Date:	31 st July 2019

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B.
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Key Individuals:	REDACTED
Guarantor(s)	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	All Contract Pricing in Annex B are firm maximum prices including all expenses but excluding VAT. The firm maximum price for the delivery of contracted services is £32,600 excluding VAT
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Insurance Requirements	As stated in Part 2 of this Letter of Appointment – Terms and Conditions
Customer billing address for invoicing:	Invoices should be sent to Finance Team REDACTED
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	N/A

FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title: REDACTED

Name and Title: REDACTED

Signature: REDACTED

Signature: REDACTED

Date:

Date:

ANNEX A

Customer Project Specification

1. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 1.1 As part of its wider inspection programme, HMICFRS conducts joint focused thematic inspections on specific areas of policing. In 2017 the then Home Secretary commissioned HMICFRS to conduct an inspection on crimes against older people. This inspection will be conducted jointly with HMCPSI. The inspection activity will take place in six force areas across England and Wales.
- 1.2 Currently there is limited published research exploring the experiences of older people who are victims of crime.
- 1.3 The population of England and Wales is ageing. Analysis on data from the Crime Survey of England and Wales (Office for National Statistics, October 2018)¹ shows that older people who have been a victim of crime are more likely to be a victim of fraud and computer misuse and theft offences than other crime groups. Whilst there is limited evidence of the prevalence of domestic abuse on older adults, research published by the domestic abuse charity Safe Lives (2016)², estimated that 120,000 adults aged over 65 have experienced at least one form of abuse. The research also highlights that domestic abuse victims aged 61 years or older are more likely to experience this abuse from an adult family member or an intimate partner than adults 60 years or under. Older adults are also less likely to leave or attempt to leave an abusive relationship.
- 1.4 This independent research is commissioned by HMICFRS. The research will explore the experiences of older people who are victims of crime. It is intended that the research considers victims experiences both prior to the reporting of the crime and then throughout their contact and interactions with the police and the CPS (where this occurred). In this way, it is intended the research will provide insight into the victims' full experience with the Criminal Justice System.
- 1.5 The findings from this research shall be included as a separate report in the Customer's National thematic Inspection report, which will be published in 2019. The independent research will inform the Customer's wider work on vulnerability and will provide an invaluable insight into the experiences of victims of crime, both positive and negative.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendin gjune2018>

2

<http://safelives.org.uk/sites/default/files/resources/Safe%20Later%20Lives%20-%20Older%20people%20and%20do mestic%20abuse.pdf>

2. DEFINITIONS

Expression or Acronym	Definition
CPS	Means Crown Prosecution Service
ERG	Expert Reference Group
HMCPSI	Means Crown Prosecution Services Inspectorate
HMICFRS	Means Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services
CJJI	Means Criminal Justice and Joint Inspection

3. SCOPE OF REQUIREMENT

- 3.1 The scope includes an independent qualitative research project and report to understand the experiences of older victims of crime, answering the research questions
- 3.2 The scope includes the identification and recruitment of suitable research participants to participate in a minimum of 30 (thirty) semi-structured interviews. It is anticipated the research approach will include semi-structured interviews either face-to-face or by telephone, where this is deemed appropriate and suitable. It is anticipated that the Supplier shall use existing links with gateway organisations and build new links with other relevant organisations to access older victims from a wider perspective, for example specialist agencies such as Age UK or similar agencies providing support and other services for older people.
- 3.3 The Supplier shall not request HMICFRS to provide them with suitable research participants and/or links with suitable gateway agencies.
- 3.4 The Supplier shall recruit minimum of 30 (thirty) suitable participants within the project milestones.
- 3.5 A detailed sampling approach will be agreed at the set-up meeting. The Supplier shall ensure that the participant group to include the following characteristics
 - 3.5.1 Victims of crime aged 65 years and older. The completed interviews shall be across a range of ages, including those aged over 85 years.
 - 3.5.2 Victims who have reported a crime within the past 18 months
 - 3.5.3 Victims where the crime they reported has reached a conclusion
 - 3.5.4 Victims from a range of different crime types, for example financial abuse (e.g. fraud and cyber enabled fraud), theft, physical and emotional abuse (e.g. coercive control)
 - 3.5.5 Victims across a range of (at least 3) geographical locations (within England and Wales)
 - 3.5.5.1 Where necessary, any research materials provided to the participants in Wales should be translated to Welsh.

- 3.6 The Supplier shall consider how best to conduct in-depth interviews with the described participant groups to allow for accurate recall of experiences. In addition to this, the scope requires the Supplier to detail how they will support vulnerable participants to safely participate in the research, ensuring participation does not lead to any harmful or negative effects for the participants and how they will manage any arising risks in working with this research population.
- 3.6.1 In accordance to the ERSC³ Guidelines
- 3.6.2 In accordance to the GSR⁴ guidelines
- 3.7 The Supplier shall provide a fully developed ethical and safeguarding framework that includes details of the information provided to potential participants, the Suppliers approach to seeking informed consent, safeguarding, mental capacity, confidentiality and disclosure.
- 3.8 The Supplier shall ensure advice and support is available to participants where appropriate. The Supplier shall work with HMICFRS project team to develop suitable and appropriate research materials (like but not limited to topic guides).
- 3.9 The Supplier shall provide four (4) case study examples from the completed interviews demonstrating both positive and negative experience of the criminal justice system. These are to be included in the report.
- 3.10 The Supplier shall provide an interim report mid-way through the fieldwork and participate in a discussion of these findings with HMICFRS stakeholders (by telephone).
- 3.11 The Supplier shall present their report findings in person prior to the final report being published. The presentation will be to the HMICFRS panel.
- 3.12 The Supplier shall provide a draft report ahead of the final report for HMICFRS to review, provide comments, feedback and approve before the final report is drafted.
- 3.13 The Supplier shall provide a final report, which shall be published in conjunction with the HMICFRS Inspection report.
- 3.14 Additional relevant methodologies and analyses beyond those listed in 5.2 and 6.1 may be proposed by the Supplier to ensure optimum outputs while keeping with the budget given in section 14.2. These additions should be fully explained within the proposal to question 5.1 of Appendix D – Response Guidance.

4. THE REQUIREMENT

4.1 Methodology

- 4.1.1 The Supplier shall implement a qualitative approach to the research. The Customer deems face-to-face in-depth interviews lasting approximately an hour to be the most appropriate methodology for this research, with the

³ <https://esrc.ukri.org/funding/guidance-for-applicants/research-ethics/>

⁴ <https://www.gov.uk/government/publications/ethical-assurance-guidance-for-social-research-in-government>

flexibility for telephone interviews to be conducted where this is deemed appropriate and suitable.

- 4.1.2 The interview topic guide shall be developed by the Supplier with input and sign-off provided by the HMICFRS project team.
- 4.1.3 The Supplier shall undertake in-depth interviews with a minimum of 30 (thirty) adults over the age of 65 who have been self-identified as being a victim of a crime and have reported this crime to the police. Participants can only be included in the research where the crime they reported has reached a conclusion. A detailed sampling approach will be agreed at the set-up meeting. The Supplier shall ensure that the participant group includes the following characteristics:
 - 4.1.3.1 Victims of crime aged 65 years and older. We would expect completed interviews across a range of ages, including those aged over 85 years.
 - 4.1.3.2 Victims who have reported a crime within the past 18 months
 - 4.1.3.3 Victims where the crime they reported has reached a conclusion
 - 4.1.3.4 Victims from a range of different crime types, for example financial abuse (e.g. fraud and cyber enabled fraud), theft, physical and emotional abuse (e.g. coercive control)
 - 4.1.3.5 Victims across a range of (at least 3) geographical locations (within England and Wales)
- 4.1.4 The Supplier shall undertake a sensitive and ethical recruitment approach, taking into account the needs of this research population.
- 4.1.5 The 30 (Thirty) in depth interviews shall focus on the participants experience of being a victim of crime and their related experiences through any contact and direct interactions with the criminal justice system,
- 4.1.6 This approach shall be used to answer the following research question: What experiences do older people who are victims of crime have of the criminal justice system?
- 4.1.7 In answering this broad question, the research MUST answer the following:
 - 4.1.7.1 When did victims first recognise that what they were experiencing was a crime? How did they feel about this?
 - 4.1.7.2 Whether they had help or support to identify the crime and encourage reporting to police, and why?
 - 4.1.7.3 What, if anything, was a barrier (real or perceived) to reporting the crime?
 - 4.1.7.4 What support, if any, did they have in reporting the crime?
 - 4.1.7.5 What was their experience of reporting the crime?

- 4.1.7.6 How did they feel the police responded to their initial contact? What responses do they remember receiving from the police service when they first contacted them?
- 4.1.7.7 What were their experiences during the investigation process?
- 4.1.7.8 How did they feel in relation to:
 - Timeliness of responses.
 - Being kept updated
 - How to contact the police for this matter
- 4.1.7.9 What experience did they have of any advice and/or referrals e.g. to support services;
- 4.1.7.13 If they received support from support services, what was their experience of this?
- 4.1.7.14 If applicable, what experiences did they have of the prosecution process? To include:
 - How effectively they were kept up to date throughout the process.
 - The experience of going to court
- 4.1.7.15 What, if anything could have been done to improve their experiences?
- 4.1.8 The Supplier shall conduct appropriate thematic analysis to produce detailed insight from the interview data.
 - 4.1.8.1 The Supplier shall have the expertise and ethical framework in place to do this, with reference to the requirements of the Public Sector Equality Duty and The Customer's ethical framework for engagement with people in vulnerable circumstances.
 - 4.1.8.2 The Supplier shall comply with the data protection act (2018) and ensure that victims are not identifiable.

4.2 Outputs

- 4.2.1 The Supplier shall provide research that includes a minimum of 30 (thirty) interviews.
- 4.2.2 The Supplier shall provide the Customer with a minimum of four anonymised 'case studies' illustrating positive and negative experiences of the Criminal Justice System as experienced by victims. These shall be provided in the form of short 500 word scenarios describing the situation, experience and criminal justice outcome as well as the victim's view of the criminal justice process.

- 4.2.3 The Supplier shall provide an interim report at the midway phase of the research and will participate in a telephone discussion of these with HMICFRS stakeholders.
- 4.2.4 The Supplier shall provide a draft Final report for HMICFRS to review comment and approve before the Final report finalised.
- 4.2.5 The Supplier shall provide a final research report. The final report is intended for publication alongside the Customer's inspection report and therefore should be of a quality suitable for publication.
- 4.2.6 The report, including executive summary, shall contain all the required details whilst being concise.
- 4.2.7 The research shall be written in line with the Customer's style guide. This document shall be made available to the Supplier.
- 4.2.8 The report shall maintain readability and employ Harvard referencing where absolutely necessary (key authors or documents). There shall be a full list of sources included within the document, with Endnotes used for non-key authors and documents.
- 4.2.9 The Supplier shall attend a maximum of four (4) meetings in London or Birmingham with the lead inspector to progress the development of the research project and will include a presentation meeting. These attendances shall be at no extra cost to the Customer. These meetings will relate to:
 - 4.2.9.1 Meeting 1 Inspection Meeting
 - 4.2.9.2 Meeting 2 Scoping and Planning Meeting
 - 4.2.9.3 Meeting 3 Interim Findings
 - 4.2.9.4 Meeting 4 Presentation of Findings
- 4.2.10 The Supplier shall produce a Draft Final report prior the completion of the Final report in Word Document for the Customer to review and approve.
- 4.2.11 The Supplier shall present their findings from the final report in a powerpoint presentation to the Customer and Expert Reference Group (ERG) and Criminal Justice Joint Inspection Team (CJJI) at a meeting in London or Birmingham.

4.3 Skills and working requirements

- 4.3.1 The Supplier shall be able to demonstrate a range of research skills, with a proven record of accomplishment in producing high quality qualitative research. The research and analysis skills anticipated to be required for the research include (but are not limited to) experience of:
 - 4.3.1.1 Successfully recruiting hard to identify participants (e.g. victims of crime).

- 4.3.1.2 Conducting in depth interviews on sensitive topics and with vulnerable people.
 - 4.3.1.3 Research with victims of crime.
 - 4.3.1.4 Qualitative research with older adults.
 - 4.3.1.5 Qualitative data analysis (e.g. thematic analysis)
- 4.4 The Supplier shall work closely with the HMICFRS project team to ensure that the scope remains appropriate throughout the research. It is anticipated that regular (minimum fortnightly) up-date meetings take place by telephone with the Supplier.
 - 4.5 The Supplier shall ensure that suitable arrangements for business continuity and data protection should be in place and these should be specified in the bid.
 - 4.6 The research assignments are to be completed by the deadlines specified at the inception meeting.
 - 4.7 Researchers are required to uphold the values and ethics set out in the Civil Service Code⁵.
 - 4.8 The work must consider how HMICFRS can comply with the requirements of the Data Protection Act 2018 and ensure there is no identifiable information reported from the evidence gathered.
 - 4.9 Timing: All work detailed above is expected to commence at the award of the contract and report according to the milestones set out below in Section 7.
- 5. KEY MILESTONES AND DELIVERABLES**
- 5.1 The Supplier shall have the resource and capacity to commit to the key milestones listed below.
 - 5.2 The Supplier should note the following project milestones that the Customer will measure delivery against.
 - 5.3 The following Contract milestones/deliverables shall apply:

⁵ <https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Project initiation meeting arranged by the Customer between the Customer and Supplier.	No later than 16/01/2019
2	The Supplier to complete any internal (to the Supplier) ethics approvals and preparation/development of project to be completed by the Supplier.	No later than 31/01/2019
3	Recruitment and fieldwork (12 weeks) with participants to be carried out by the Supplier.	No later than 30/04/2019
4	Summary interim findings report submitted to HMICFRS by the Supplier.	No later than 22/03/2019
5	Presentation as described in 6.2.4 made to Findings Meeting.	No later than 31/05/2019
6	Report completed by Supplier in readiness for publication by HMICFRS and dissemination alongside final thematic report.	No later than 19/07/2019

6. MANAGEMENT INFORMATION/REPORTING

- 6.1 The Supplier shall report to the Customer's Criminal Justice Joint Inspectorates Team (CJJI) and produce written products commensurate with current HMICFRS reporting standards (examples available online).
- 6.2 The Customer shall be responsible for organising up to four meetings as described in 6.2.9. These meetings will include a set-up meeting and a presentation of findings.
- 6.3 The Customer shall be responsible for providing comments and sign-off of all research materials and outputs.
- 6.4 The Supplier shall participate in fortnightly updates (shall be phone calls) to provide updates on the progress of the research, these updates will be provided weekly during recruitment and fieldwork.
- 6.5 The Supplier shall inform the Customer of any recruitment issues arising as soon as possible.
- 6.6 The Supplier shall work closely with the Customer to ensure the project remains in scope and on track.

7. VOLUMES

- 7.1 The Supplier shall carry out all the number of interviews and the 4 case studies as agreed at the Inception meeting. The case studies shall be derived from the completed interviews.
- 7.2 The Supplier shall also include an interim report and discussion of emerging themes, a presentation of the final findings and a final report for publication.

8. CONTINUOUS IMPROVEMENT

8.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

8.2 Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

9. SUSTAINABILITY

9.1 In line with any requirements of Part 2 of this Letter of Appointment – Terms and Conditions.

10. QUALITY

10.1 The Supplier shall ensure that the report is clearly written in a style easily accessible to non-specialists. All statements, and analysis or recommendations need to be clearly based on supporting data or clearly referenced, as being based on other publications.

11. STAFF AND CUSTOMER SERVICE

11.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.

11.2 The Supplier's staff assigned to the 'The Provision of Victim Engagement - Crimes against Older People' Contract shall have the relevant qualifications and experience to deliver the Contract.

11.3 The Supplier shall ensure that staff will provide excellent customer service to the Customer throughout the duration of the Contract.

12. SERVICE LEVELS AND PERFORMANCE

12.1 The Customer shall measure the quality of the Supplier's delivery by:

12.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Service Delivery	All Interviews are carried out in a 12 week period between the 1 st of February 2019 and the 30 th April 2019	100%
2	Research Quality	The Supplier shall conduct their research in line with the ethical considerations detailed in their bid. The successful Supplier shall ensure that all the participants receive the safeguarding mechanisms they are entitled to. This will be measured by the number of formal complaints received from the participants	100%
3	Service Delivery	All milestones agreed at the Inception meeting to be met as described in Section 7	100%
4	Report Quality	The Final report shall be presented to the standard agreed at the inception meeting.	100%

- 12.2 Payment will be made in arrears only when HMICFRS receive the outputs of a satisfactory quality linked to all the milestones.
- 12.3 The Supplier shall provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This should include the provision of a dedicated senior point of contact who can deal with and resolve such issues.
- 12.4 The Customer shall maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Customer and the Supplier, to provide a full debrief and explanation as to why the service level agreement was not met. Improvement plans will also be established during these meetings.
- 12.5 If the Supplier falls below the required targets for two (2) consecutive months, they shall be expected to work with the Customer through monthly meetings to rectify the situation.
- 12.6 Where there are repeated failures to meet the SLA (more than three (3) times in a rolling three (3) month period), the Customer reserves the right to invoke any of its options at clause 23 of Attachment 5 Terms and Conditions and payments would only be made for satisfactory outputs already delivered.

13. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 13.1 The Supplier shall implement appropriate arrangements for data security at all times, particularly relating to the transmission and storage of personal data. Processes should be in place for data being returned by any interviewers and safeguarding against data loss, including appropriate risk management procedures. Such procedures must meet the standards outlined in the Terms and Conditions and the General Data Protection Regulation 2018 and any linked to replacement legislation.
- 13.2 All Supplier's staff that handle personal data or conduct research with research participants to have been subject to a Baseline Personnel Security Standard (BPSS)

check during recruitment or as a minimum, to meet all UK employment legal requirements supplemented by a Data Barring Service (DBS) Basic check

- 13.3 The Supplier shall provide the Customer with an accurate and regularly updated list of all individuals working on its behalf who have access to the data, their level of access and confirmation that BPSS and/or DBS has been undertaken.

14. PAYMENT AND INVOICES

- 14.1 A Purchase Order will be raised by the Customer. Invoices shall show the relevant purchase order number and be submitted to the Customer who will arrange for the invoice to be checked, the work certified as satisfactorily complete, and make subsequent payment.
- 14.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 14.3 Payment shall be made in accordance to the agreed Service Levels Agreements being met.
- 14.4 In the event of milestones not being completed to time or to the appropriate standard HMICFRS will agree with the Supplier and put corrective actions in place. However, HMICFRS reserves the right to reduce payments if remedial action is unsuccessful and outputs not met.
- 14.5 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 14.6 Supplier's day rates shall include reasonable travel, subsistence, lodging and related expenses as per the Terms and Conditions of RM6018 Research Marketplace.
- 14.7 Invoices should be sent to Finance Team 6th Floor Globe House, 89 Eccleston Square London SW1 1PN
- 14.8 The intellectual property of the reports and research commissioned shall remain the sole property of the Customer. Should academic publication be a consideration for those tendering for the work, this will be with prior agreement of the Customer. Any publications arising directly from this research shall be subject to expressly provided permission from the Customer.

15. CONTRACT MANAGEMENT

- 15.1 HMICFRS will manage the Contract. The Supplier will provide fortnightly project updates to HMICFRS, these will be weekly during recruitment and fieldwork. Project updates are likely to be held by phone.
- 15.2 The Customer shall assign a contract manager to the project, they will be the central point of contact throughout the duration of the work. They will be the first point of contact for project management or in the case of any potential disputes, with support from the Customer's other senior officials as required.
- 15.3 Attendance at Contract Review meetings shall be at the Supplier's own expense.

16. LOCATION

- 16.1 REDACTED
- 16.2 Meetings may also by agreement be held At HMICFRS Offices At REDACTED

ANNEX B

Supplier Proposal

Taken from Supplier's Proposal for Contract Delivery of 7TH December 2018

Supplier's Response to Evaluation Question 4 – Experience

Resource Plan

We have handpicked experienced and committed staff to be allocated to this project who, both individually and as a group, offer a wealth of expertise relevant to this project. We are confident in this team's ability to deliver a high quality, impactful piece of work within the required timeframe.

We have outlined these members of staff, and broken down how each element of the brief will be handled, in the resource plan below: REDACTED

Experience of members of staff allocated to the Contract

We have assembled a highly skilled and experienced team for this project, which is well positioned to deliver an excellent piece of research for HMICFRS.

REDACTED

[REDACTED]

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[REDACTED]

-

[REDACTED]

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[REDACTED]

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Supplier's Response to Evaluation Question 5 – Methodology

5.1 Recruitment approach

We propose conducting a total of 30 in-depth, extended interviews with older victims of crime. To identify and recruit an audience as hard-to-reach as this, we would implement a combination of two recruitment approaches:

1. **Free-find recruitment** using our own network of specialist qualitative research recruiters; and
2. **Snowballing and referral methods** from trusted partners and gateway organisations.

This combination of recruitment approaches is a technique that we have successfully used on multiple qualitative research projects consulting vulnerable audiences about sensitive topics, including to successfully conduct research with victims of modern slavery in the Vietnamese and Albanian communities living in the UK.

Across both methods, we have significant experience in approaching potential respondents sensitively so that individuals feel comfortable and able to give their full, informed consent to participate. We would also expect to work closely with HMICFRS on commissioning to discuss the detail of our recruitment approach and to ensure that it reflects the highly sensitive nature of this research. This would include ensuring that recruitment questionnaires are sensitively positioned.

○ REDACTED

We have outlined further detail about how we would expect to identify and recruit suitable research participants through both free-find and referral recruitment methods below.

5.1.1 Free-find recruitment

Our first recruitment approach would be utilising our own network of specialist recruiters, who have years of experience of accessing and engaging with vulnerable audiences. This network **has been personally generated and maintained by our senior team and spans the whole of the UK**. This means that we have good coverage across England and Wales, as required for this research.

Recruiters would be selected on the basis of their proven experience recruiting older people or vulnerable audiences (for example, through recent, similar projects that we have conducted on behalf of clients including Citizens Advice, the CMA and Macmillan Cancer Support), and would use a combination of on-street recruitment, door-knocking, database recruitment and snowballing through their networks in order to recruit participants of the desired profile.

5.1.2 Identifying and working with gateway agencies

To complement the free-find recruitment approach outlined above, we would also work with a range of gateway organisations to identify and refer potential research participants. This would enable us to ensure that we recruit a sample of older victims with a range of experiences, and thus ensure that the full breadth of this often underrepresented and vulnerable victim population is consulted as a part of this important research project.

As an agency with a wealth of experience and expertise conducting research with vulnerable audiences, especially consulting older people, BritainThinks has numerous existing links with potential gateway organisations to help source participants for this project. For example, as outlined in Questionnaire 4 of our response, **we have a long-standing and well-established relationship with Age UK**. Given the size of Age UK and breadth of locally- and nationally-based services that the charity provides, we believe this would be the primary gateway organisation for any research providers to draw on to recruit potential research participants for this project.

As well as utilising our existing links with gateway organisations to access older victims, **we would also seek to build new links with other relevant organisations** at the outset of the project. To do so, we would conduct desk research to identify a list of potential organisations and individual contacts within them to reach out to. As far as possible, we would aim to source a mix of national and local organisations.

Whether working with gateway organisations that we have existing relationships with or those that we are seeking to establish new links with, we would do the following:

- We would strongly recommend that we **provide an introductory letter from a contact at HMICFRS** outlining the purpose of the research. This is important in reassuring stakeholders of the authenticity of the research and in providing them with a clear point of contact should they have any questions or concerns about the validity of the research.
- We would make the most of gateway organisations' experience and expertise of working with older people including victims of crime, and **seek to engage with them as partners** to maximise their 'buy in' to the research. For example, we would recommend that we share key documents such as the recruitment screening questionnaire and interview discussion guide with them in advance so that they had a chance to feed in their expertise. We would also seek to involve them in the outputs of the research, for example, offering to present the findings to them.
- We would also need to establish a **clear agreement for data processing** with each gateway organisation to enable the safe transfer of potential participants' personal data. We have provided further information about our approach to data management, security and confidentiality, and how we would ensure that all work on this research project complies with UK data protecting legislation in our response to Questionnaire 6.

5.1.3 Managing potential risks at the recruitment stage

We are aware that, when seeking to recruit a hard-to-reach and potentially vulnerable audience such as older victims of crime, there are a number of potential risks that we would need to manage. We have outlined what we consider to be the most important considerations below.

- **Ensuring that there are no perceived barriers to participation.** To manage this risk we would tailor our approach to recruitment and participation in the research to each individual respondent's preferences.
 - For example, we are conscious of the fact that some potential participants may want their carer, a close friend or relative to be involved in making a decision about participating in the project and also to accompany them at face-to-face research sessions. We have considerable experience of conducting research among people and their carers – for clients including Age UK, Scope and Thames Water – and are very happy to accommodate this in our approach to this research project.
- **Ensuring that no individuals find the recruitment process burdensome or overwhelming.** We would incorporate a number of actions to actively manage this risk, including:
 - Working closely with HMICFRS to ensure that the recruitment screening process captures all the information that is required but is not overly long or complicated to complete.
 - Providing all participants with a 'comfort letter' that is signed by a member of the project team at HMICFRS to reassure participants of the validity of the research. Where appropriate, we may also ask one of the gateway organisations supporting with the recruitment process such as Age UK to co-sign this letter as a recognisable and trusted organisation for older victims of crime.
 - Providing all participants with an individual, named contact at BritainThinks who they can contact at any time if they have any questions or concerns about the research.
- **Ensuring that we receive informed consent from all participants.** When we first contact a participant, we will deliver a verbal and written briefing about the aims of the research and what they can expect from an interview. Given the demographics of this audience, we propose specifically screening out those who have been diagnosed with Dementia or Alzheimer's because we do not believe that it would be fair or ethical to include these participants in the research – obtaining informed consent presents serious ethical challenges in this context. In these cases, we would be very happy to consider conducting 'proxy' interviews, for example with a carer or close relative. Further information about our approach to seeking informed consent from research participants is outlined in Section 5.3.

To ensure that participants are recruited to the highest standards recruitment is monitored on a daily basis so that any potential issues are identified early. We also contact respondents prior to them participating in research in order to provide them with information about the project as well as to conduct quality control checks, including checking their details against our database of past respondents.

5.2 Proposed methodological approach

BritainThinks has a proven track-record of designing bespoke approaches to help clients across the public, private and third sectors engage with a range of different types of audiences. We have drawn on this knowledge and thought carefully about the approach we would take if commissioned for this important piece of research.

We are proposing an iterative research approach, the key elements of which are summarised in the diagram below. This approach will allow us to refine research materials and key lines of enquiry as findings emerge, and enable us to deliver ongoing feedback to HMICFRS over the course of the project.



5.2.1 Key considerations informing our approach

BritainThinks has a wealth of experience conducting complex research studies with vulnerable audiences about sensitive topics, which we have drawn on when designing our proposed approach to this brief. We have outlined below the key considerations or 'challenges' that we feel must be addressed to deliver insightful research findings and conclusions on this important study.

1. **This will be a varied audience, with a range of needs and barriers to participation.** Our priority will be making sure that the risks and sensitivities of the full breadth of the target audience have been fully considered to ensure that no-one is excluded from participation, and that all respondents find the research experience rewarding. We have therefore:

- a. Designed a **flexible research approach** that can be tailored to meet the needs of each individual. For example, we will make it clear to all interviewees that should they want someone else present during the interview (e.g. a friend, family member or carer) we would be happy to accommodate this request, or indeed to conduct the interview by telephone rather than face-to-face.
 - b. Considered the research experience from the **participant's point of view** and thought about how best to ensure they feel engaged and supported from the outset. For example, once participants have agreed with the recruiter that they would like to take part, we will immediately make contact with them to brief them on the details of the research and provide a named contact at BritainThinks who they can go to if they have any queries or concerns.
2. **The research needs to provide the time and space for older victims of crime to recall and describe their experiences.** For this reason, we are proposing extended interviews, each lasting two hours. With this additional time to a standard interview, we will be able to sensitively approach the topic of participants' experiences of crime and the Criminal Justice System and also to spend time building up a picture of the context of their day-to-day lives. In addition, as we will be conducting the majority of interviews in participants' homes (unless they would prefer a different venue), we will have the time for participants to find and show moderators any documents they have, to help them piece together and to verify their recall of the experience from memory.

5.2.2 Our approach in detail

Each stage of our proposed approach is discussed in detail on the following pages. This includes a description of our approach to sampling, conducting interviews, and how we would approach analysis and reporting.

STAGE 1: EMBEDDING OURSELVES IN THE RESEARCH CHALLENGE

Taking time at the beginning of the project to truly embed ourselves in HMICFRS' aims and objectives will be pivotal for ensuring our lines of enquiry are tailored appropriately.

We would commence the project with an **extended kick-off meeting and brainstorm session with HMICFRS**. This would be an opportunity for the full project team to immerse themselves in HMICFRS's priorities for the research. We envisage that this meeting would include the following discussion points:

- **Recap of the project objectives to understand in greater detail what success looks like for this project and how the findings will be used.**
- **The specifics of project management, including key points of contact on both sides, project timescales and milestones for the research. Given the tight timings for the research, we will place particular emphasis on communicating any contingencies in the project timeline upfront to ensure that we can meet your expectations.**
- **Our proposed methodology, to ensure that HMICFRS are happy with this approach, with particular focus on elements which may require further thinking, such as sample sizes and recruitment approaches.**

- **An in-depth brainstorm on the research design, with a particular focus on the lines of enquiry for the pilot interviews.**

The output from this meeting would be a detailed note, outlining the key conversations and decisions made for reference throughout the duration of the project.

Following this meeting, we would also take steps to set up the recruitment processes for this project. As outlined in our response to Section 5.1, this would consist of:

- **Reaching out to gateway organisations that we have existing relationships with;**
- **Conducting desk research to produce a list of potential additional gateway organisations to approach about the project;**
- **Developing recruitment screening materials and briefing documents for our specialist recruiters.**

STAGE 2: DESIGN AND DEVELOPMENT OF RESEARCH MATERIALS

It is critical that the research is informative, providing HMICFRS with in-depth insights and meaningful answers to the core objectives and research questions.

Prior to conducting the main body of interviews, we therefore propose including **five pilot interviews**. These interviews would last two hours, and be conducted face-to-face in respondents' homes. They would enable us to develop our understandings of the experiences of older victims of crimes, informing our lines of questioning in the core phase of the research. **All fieldwork sessions will be moderated by an experienced BritainThinks researcher from our proposed project team, who all have enhanced DBS checks. As a 'qualitative first' agency we facilitate discussions with a wide range of vulnerable audiences day in and day out, and pride ourselves particularly in our experience moderating research sessions on complex or sensitive topics.**

We would refine and agree the discussion flow for these interviews with HMICFRS as part of the kick-off meeting. This would incorporate a number of methods for discussing sensitive issues such as written tasks and enabling techniques. At this stage, we recommend following an open and fluid approach, enabling what matters most to respondents to emerge, while covering each of the following points:

- **Introduction:** understanding participants and their lives as a context to the interview and also to warm-up to discussing the crime they have been a victim of.
- **When the crime took place:** including the details of what happened, when they realised that they were experiencing a crime, and how they remember feeling.
- **Deciding to report the crime:** including how they decided to report the crime, whether they had any support or encouragement to do so, and if they felt there were any barriers preventing them from reporting.
- **Reporting the crime:** covering participants' experiences of reporting the crime, their evaluation of the initial response that they received from the police, and what could have improved their experience at this point.

- **Investigation process:** covering experiences of the investigation including the extent to which they felt they were kept updated, were supported, and what could have improved the process.
- *(Where applicable)* **Prosecution process:** including experiences of going to court, any support that they received, and what could have improved the process.
- **After resolution:** covering how victims have felt in the time since the crime took place, and if it has had any lasting impacts on their wellbeing or the way in which they go about day-to-day activities.

We would keep the recruitment criteria for these pilot interviews with older victims of crime flexible, and conduct the interviews in London. This would ensure that we are able to recruit and conduct these interviews in a timely way at the start of the project to leave enough time to reflect on the learnings for research design.

The output from these interviews would be a **short note**, outlining the key insights and the lessons and implications for research design. This would be presented to HMICFRS stakeholders at a scoping and planning meeting, in order to discuss the emerging findings and to brainstorm how we will improve and refine the research materials for the remaining interviews.

STAGE 3: MAINSTAGE FIELDWORK

We would then complete the main body of interviews, maintaining a constant dialogue with HMICFRS to update you on emerging findings in a timely way. Part-way through these interviews we would provide an interim PowerPoint report that we would present to HMICFRS either face-to-face or by telephone, as preferred.

Delivering a representative sample

We have designed our sample frame using a 'hub'-based approach.

- By designing the sample frame around six hub areas, we would be able to ensure geographical spread across England and Wales while maximising the cost-effectiveness of our approach when conducting face-to-face fieldwork.
- We have outlined suggestions for these locations, ensuring that we have coverage across both nations and include a mix of urban, semi-urban and rural areas to ensure that we engage with people with a range of different experiences.
- We would expect to discuss and agree the locations with HMICFRS on commissioning.



Within each 'hub' location, we would consult 4-6 respondents to a total of 30 (including the five pilot interviews). Across the 30 older victims of crime participating in the research, we would include spread across the following factors:

- **Age:** all participants will be aged 65 years and over, and within the sample we would want to include a minimum of 5 participants aged 85 years and over.

- **Type of crime:** we would aim to recruit victims of a range of different types of crime including financial abuse, theft, and physical and emotional abuse. We would expect to discuss this element of the sample frame in particular with HMICFRS on commissioning, in order to determine if there are any priority areas of interest for this research.
- **Date of crime:** all participants will have reported a crime within the past 18 months. We would aim to recruit a spread within this to include some participants who have been victims of crime more and less recently.

Ensuring effective participation

When consulting audiences of this nature, there is a particular need to ensure high levels of engagement and a positive respondent experience throughout the course of the project. As a result, we are proposing the following measures over and above our typical participant engagement processes to account for potential sensitivities:

- At recruitment stage, we would **provide respondents with a ‘comfort’ letter** that contains information about the research, signed by and with the contact details of a representative from HMICFRS. We have found in previous recruitment of vulnerable audiences that having something that legitimises the research ensures that respondents feel more secure taking part.
- **Assigning participants an individual, named and primary point of contact at BritainThinks for the duration of the research. This individual will contact respondents after they have been recruited to introduce themselves, the research project, and answer any questions they may have. This approach will be vital to maintaining participant trust in the project – ensuring that they feel listened to throughout the research, and also feel that they have someone they know and trust who they can ask for at BritainThinks if they need to discuss any concerns during the project.**
- **Moderators contacting respondents ahead of their interview. Ahead of their interviews, each respondents’ primary point of contact at BritainThinks will introduce them to their interviewer, who will then contact respondents to confirm the time and location of the interview.** Where appropriate, participants will also be offered the choice of being interviewed face-to-face or by telephone, and by a male or female moderator, depending on their personal preference.
- **During the interview, our highly skilled moderators will use sensitive interviewing techniques, and will incorporate regular breaks in the sessions as needed to avoid participant fatigue or distress as a result of recounting detail about the crime they were a victim of. We will also include written tasks and activities as an additional method for gathering information.** We would develop these tasks in collaboration with HMICFRS at the set-up meeting and refine them following the pilot interviews, and could for example include creating personal timelines of participants’ experiences of being a victim of crime.

STAGE 4: ANALYSIS AND REPORTING

At BritainThinks we pride ourselves on the quality of our analysis and deliverables, and we have a long track record of delivering outstanding outputs for our clients. Working flexibly in

line with our clients' needs is paramount, and we are always happy to discuss and refine the final outputs that we deliver to ensure that they are of greatest use to each client.

To this end, we would be keen to discuss the outputs that you require during the initial set-up meeting – to understand what all your key internal stakeholders need at the end of the project. We would also be happy to flex these outputs once the project is underway, should your needs change as the project develops.

Summary of reporting outputs

During fieldwork and prior to completion of the primary research, BritainThinks will deliver:

- Weekly updates, providing a snapshot of emerging findings as well as detailing key project management actions;
- A short summary note after the pilot interviews;
- An interim report in PowerPoint during the fieldwork phase.

Upon completion of this research, BritainThinks will deliver:

- Debrief meeting to present top-line findings and discuss final report structure;
- Final report suitable for publication;
- Four case studies;
- As many face-to-face debriefs as required.

Further information about the steps we will take to ensure good quality outputs is available in Section 5.4 of our response.

Our approach to qualitative analysis

We will use our experience and knowledge of qualitative reporting techniques to ensure that every output we produce is of the highest standard – from interim summary findings to the final report. We take a **robust and structured approach to qualitative analysis**, underpinned by two key principles:

1. Developing a **qualitative analysis framework** at the start of fieldwork, into which researchers record verbatim quotes from audio recordings of deliberative workshops and interviews.
 - This approach allows us to centralise and review qualitative data all in one place, ensuring our analysis is consistent.
 - In addition, we also **analyse responses by audience group** – identifying any commonalities and differences, for example by age of victim or the type of crime they have experienced.
2. **Using the qualitative framework as a basis for discussion and brainstorming about the research findings as they emerge.** Through this process, we can ensure that the entire project team is across the insights and that we are able to explore any emerging themes to make the most of fieldwork sessions as they progress.
 - Before delivery of both the interim report and the final report, we will conduct a **full team brainstorm** lasting at least 2 hours. This is chaired by the Project Lead and attended by the entire project team. Focusing on each of your objectives in turn, we

- would draw on the full range of existing qualitative insight to discuss and then pin down the 'story' of the research findings.
- The BritainThinks project team will also conduct '**mini brainstorms**' focussed on **particular sub groups and issues** throughout the fieldwork.

As a result of the framework analysis and team brainstorms, we will be able to **develop individual case studies by theme and audience type**. This will provide valuable insight beyond the verbatim quotes that will be used in the report, producing 'real-life' examples of both positive and negative experiences of the Criminal Justice System.

5.3 Ethical Framework

We recognise that we will be potentially speaking to individuals who are in vulnerable circumstances – such as people showing symptoms of trauma, or those who are socially isolated and/or lonely – and it will be essential that the research is sensitive to the experiences and needs of these audiences.

Working with clients including Age UK, the Home Office and NHS England on issues as diverse as domestic violence, self-neglect and mental health, it is imperative that BritainThinks conducts research within a clear ethical framework and operates a comprehensive safeguarding policy. This is for all research employees, to ensure they understand and are prepared when coming into contact with vulnerable groups.

We have included further details of our ethical framework and approaches to safeguarding below, and would be very happy to provide further information – including a copy of our full safeguarding policy – upon request.

5.3.1 Seeking informed consent

We have significant experience in **approaching potential respondents sensitively**, so that respondents feel comfortable and able to give their full, informed consent to participate in research. This is important for all research projects, but especially for a project of such a sensitive nature as this one.

We would work closely with you on commissioning to discuss the detail of our recruitment approach and to ensure that it reflects the highly sensitive nature of this research. This would include ensuring that recruitment questionnaires are sensitively positioned, and that all briefing documents are clear and comprehensive.

As part of seeking informed consent, **we will ensure that every respondent understands the purpose of the research and what their participation will include**.

When we first contact an individual or an individual is referred to us, **we will deliver a verbal briefing** explaining the following information:

- An introduction to who BritainThinks and HMICFRS are, and the relationship between the two organisations.
- The specific aims of the research as well as its wider purpose to give a voice to older victims of crime.
- What they can expect from the interview including duration, moderator, the sorts of questions that will be asked, and the financial incentive that they will receive to compensate them for their time. At this point, we will also understand participants' individual preferences for the format of the interview, such as whether they would prefer a face-to-face or telephone interview.
- Reassurance about confidentiality and anonymity, and the guidelines that BritainThinks adheres to.

- Due to the potential vulnerability of older victims of crime as a research audience, we will also notify participants of our need to disclose concerns of immediate harm to an individual or others if they arise over the course of research. Ensuring this notification is made at the start of the project means that participants have the necessary choice to participate or not participate on this basis.

This initial verbal briefing will be followed by a written briefing or 'comfort letter' outlining the same information. This allows respondents to take some time to think about whether they would like to proceed, and if they have any further questions about the research before they confirm their participation. As noted in our response to Section 5.2, we recommend that this letter is signed by a representative from HMICFRS to act as verification of the legitimacy of the research.

In addition, we will ensure that all participants are made fully aware of their right to **withdraw from the research at any time**, and make sure that they are reminded of this right, as appropriate, throughout the research process.

5.3.2 Consideration of safeguarding, confidentiality and disclosure

We recognise that the safeguarding of children and vulnerable adults who take part in our research is the responsibility of all colleagues. BritainThinks commits to addressing safeguarding throughout its work, through the three pillars of prevention, reporting and response.

Prevention: All research projects that involve conducting research with vulnerable adults are designed with the safeguarding policy in mind, and this project would be no exception. We have a comprehensive safeguarding policy, that all staff are familiar with and that is updated at least once a year. Key features of this policy include:

- Designing and undertaking all its activities in a way that protects people from any risk of harm that may arise from their coming into contact with Britain Thinks. This includes the way in which information about individuals in our research is gathered and communicated.
- Implementing stringent safeguarding procedures when recruiting, managing and deploying staff and associated personnel.
- Ensuring staff receive training on safeguarding at a level commensurate with their role in the organisation.
- Following up on reports of safeguarding concerns promptly and according to due process.
- Complying with relevant legislation and regulation, including: Disclosure Barring Service (DBS) regulations, Mental Capacity Act 2005, and Safeguarding Vulnerable Groups Act 2006. We also review new legislation as it arises and continually review our procedures in line with good practice.

Reporting: We have a very clear escalation process in place, should staff ever have concerns relating to the alleged or actual risk to a participant. Staff must share their concerns immediately with the Safeguarding Manager or Partner or COO. These individuals are:

- Safeguarding Manager: REDACTED
- COO: REDACTED
- Managing Partner: REDACTED

If a child or vulnerable adult is at immediate risk of harm, and none of the above are immediately available staff are required to contact the police immediately on 999. Staff members receive regular safeguarding training from an external agency, The Suzy Lamplugh Trust, in order to identify what constitutes as 'immediate harm'.

Response: It is not the job of staff in BritainThinks to decide whether someone has abused a child/vulnerable adult or poses a risk to children/vulnerable adults. Neither is it our role to investigate disclosures, allegations or information about harm or abuse of children or vulnerable adults. However, it is our task and our personal and professional responsibility to report any concerns in accordance with the procedures outlined above.

- Once a safeguarding concern has been referred to the Safeguarding Manager, Partner or COO they will work with the individual making the report to clarify their concern and deem whether or not the disclosure should be referred.
- Depending on the nature of the disclosure, the Safeguarding Manager will refer this onto the police or the relevant local authority.

5.3.3 Provision of advice and support to participants

We are very aware that, in recalling the details of the crimes they have been victim of, participants may require additional support following the interviews to ensure that they have not been negatively impacted in any way.

We would **design the research materials from the perspective of participants**. This, coupled with our expert moderators' experience of interviewing research participants about sensitive subjects including speaking to victims, means that we will be taking every step to ensure that respondents do not find participating in the research detrimental to their mental wellbeing. Should participants become distressed at any point in the interview, moderators will initiate a short break after which they will remind participants of their right to withdraw from the research at any time if they wish.

At the end of each interview, we will also **provide participants with a written document outlining sources of support**. This will include overarching helplines such as Victim Support, Age UK or Women's Aid, as well as the details of any local support groups and services that we are able to identify. We would expect to work closely with HMICFRS and any gateway organisations that we engage with to recruit participants in order to ensure that this list is as comprehensive as possible.

Finally, moderators will also gain consent to **contact participants a few days after their interview has taken place**. This will be an opportunity to further thank participants for their time and to ensure that the process of recalling their experiences of being a victim of crime has not been something that they have been dwelling on, nor has it been detrimental to their mental wellbeing.

5.4 Delivery of the Project

We recognise the importance of this research project and so we have thought carefully about an approach which will allow us to fully explore the experiences of older victims of crime within the timeframe required.

We are confident we can deliver a high quality, impactful piece of work by the dates required and, as is outlined in our response to Questionnaire 4, have ensured that we have sufficient project resource to do so.

5.4.1 Project Timeline

We would expect to discuss the project timeline and any key milestones for HMICFRS with you at the set-up meeting. We have outlined our initial thinking for delivery of the project in the plan below.

Phase	Dates	Project element	Responsibility
Phase 1	14 th January	Project initiation/ set-up meeting	HMICFRS & BritainThinks
	21 st January	Recruitment processes being to be set up and recruitment screening materials developed	BritainThinks
	28 th January	Ethics approvals completed	HMICFRS & BritainThinks
Phase 2	4 th February	Research materials for pilot interviews developed and agreed	HMICFRS & BritainThinks
	11 th February	Pilot interviews take place	BritainThinks
	18 th February	Planning meeting including delivery of short note outlining key learnings from the pilot interviews	HMICFRS & BritainThinks
	25 th February	Research materials for mainstage interviews refined and agreed	HMICFRS & BritainThinks
Phase 3	4 th March	Fieldwork commences	BritainThinks
	11 th March – 25 th March	Fieldwork continues	BritainThinks
	1 st April	Interim debrief meeting	HMICFRS & BritainThinks
	8 th April – 22 nd April	Fieldwork continues	BritainThinks
Phase 4	29 th April	Analysis and reporting	BritainThinks
	6 th May	Debrief meeting to discuss top-line findings and final report structure	HMICFRS & BritainThinks
	13 th May	Draft final report and case studies delivered	BritainThinks
	20 th May	Report and case studies revised as necessary	BritainThinks
	27 th May	Final report and case studies approved	HMICFRS & BritainThinks

We will ensure that we meet these timescales through:

- Watertight project management and regular client contact:** In addition to these key milestones, we propose that we schedule fortnightly project catch-up calls in order to discuss progress, agree mitigating strategies in the case of any delays, and to ensure that HMICFRS feel well briefed on emerging findings at each stage of the project. We would look to work closely with HMICFRS to ensure the prompt sign off on materials and progression of the project.

- **Thorough research of our approach:** All costs and options outlined in this proposal have been thoroughly researched to ensure that our approach is feasible within the timeframes. For example, we have already begun making contact with potential recruiters (without revealing any details about the client or purpose of the project) in order to speed up the set-up process on commission.
- **Flexibility and dedication at every stage of the project:** As a highly motivated and extremely hard-working team, we pride ourselves on going the extra mile to meet our client needs, working additional hours or weekends where this is required to deliver to the very high standards we set ourselves.

5.4.2 Delivering good quality outputs

We are dedicated to producing impartial and robust research that can stand up to external scrutiny. At BritainThinks we take particular efforts to ensure that our reports are always:

- **Clearly evidenced**, with references to our qualitative data by theme and illustrative verbatim quotes. This is extremely important in ensuring that our research outputs stand up to senior and external scrutiny.
- **Easily digestible**, with a clear summary upfront at the start of each section outlining the key 'takeaway insights' from the research. For senior audiences who are often time poor, an easily digestible summary that tells them all they need to know, and which stands up in its own right, is critical. This includes clearly outlining the methodology and our approach to the research.
- **Visually engaging**, including models, flowcharts and diagrams to illustrate qualitative insights. This ensures that findings are always clearly communicated, and that presentations are as engaging as possible – we would never simply read out text on a slide.
- **Strategically focused**, including a conclusions section which goes beyond the reporting to set out clearly the implications of the research, and associated next steps. This can relate to a communications or policy-engagement strategy as a result of the research. We would discuss this with you to ensure that these recommendations are appropriate for HMICFRS, and that they reflect internal language and existing strategy.

Rather than adding to the length of the report, **these processes will refine and focus our outputs, resulting in a concise and clear report** that can be shared internally and externally. To ensure that the **process for agreeing outputs with HMICFRS is as smooth as possible**, we would include the three following elements in our approach:

1. Regular updates

It is essential that you feel abreast of the early findings from the research, so that we can work with you to ensure that the remaining research delivers what you need – for example, this might include refining the qualitative discussion guide after the first few workshops, depending on what we find.

At more strategic points throughout the project we will also deliver interim notes capturing the emerging findings to date and/or interim debrief calls. These will ensure that you are fully up to date with how the research is evolving, have opportunities to

feedback ideas to incorporate in future fieldwork, as well as to consider how you would like these findings to be presented in the final outputs.

2. Presentation of topline findings

We will deliver a headline update on the key findings from the research almost immediately upon completion of the research. We are happy to tailor this to your needs, although at this stage we envisage that this would be a relatively short presentation (25-30 slides) which brings together the key themes and highlights areas for further exploration during the detailed analysis.

While we are happy to provide a traditional debrief at this point, we regularly present back our research findings in interactive, deliberative workshops rather than presentations. We find that this collaborative approach helps our clients to really consider the implications of the research and the next steps for their business.

We would also use this session to discuss with you our suggested structure for the full written report, so that this is as collaborative a process as possible. We want to ensure that HMICFRS are present throughout the reporting process so that we can be confident that we will deliver the outputs that you require.

3. A full written report

For the final report, BritainThinks will provide HMICFRS with a **suggested structure for further comment and discussion** in advance of delivering a draft. From a project management perspective, we find that the more our client is able to feed into the debrief structure and key findings upfront, the closer the full report draft tends to be to their expectations of the final version.

Having agreed the initial structure with the HMICFRS project team, Project Lead, REDACTED, would then oversee the internal report writing process. This typically involves allocating sections of the report to senior members of the team to provide an initial draft of the content for each section, before a lead author 'writes through' the presentation from beginning to end. This approach is essential to ensuring **consistency in tone of voice and to avoid repetition**.

The senior members of the team would then each review the draft in full, providing comments and suggested amends, before the **lead author finalises the full draft for final Director sign-off**.

- As part of this final review, the Project Director will be examining the report particularly for **clarity of the language and story**, narrative flow and use of clear supporting evidence throughout. Founding Partner, REDACTED, will conduct this review, who will be more removed from the fieldwork and other elements of the project than other members of the project team, so will be able to ensure the report is easily understandable to a non-expert or to external audiences. This will include insight to make the report visually engaging and accessible.

- In parallel to this process, the Research Executive on the team would conduct a thorough **spelling, formatting and grammatical check**, to ensure the report is of the highest quality.

4. PowerPoint debriefs of findings (as many as required)

At BritainThinks, we believe that the best research is conducted when we work with our clients in partnership, rather than just as suppliers, and we are committed to ensuring that any research we conduct for you delivers not just specific answers to individual research questions, but also maximum holistic value to HMICFRS that can be of greater organisational benefit.

To this end, we are happy to deliver as many debriefs as required for our research projects, to ensure that the findings are fully understood and embedded internally. These debriefs would be provided at no extra cost in London and if held in HMICFRS offices in Birmingham we would pass on travel costs. Each presentation will be tailored to the specific audience in question, whether this means a concise summary for Board members or an extended workshop with specific members of the policy team to discuss implications.

We have presented our research previously to Parliamentary Select Committees and APPGs, board members at senior companies, and to media executives.

Supplier's Response to Evaluation Question 6 – Project Management and Delivering a Quality Service

6.1 Approach to Project Management

BritainThinks has a **proven track record** of conducting research of a similar size and complexity to the requirements outlined in your brief. An essential element determining the success of any project, but especially one of this importance, is project management.

The following six principles underpin our approach to project management, to ensure that we deliver to the highest quality on all of our projects. These principles are based on tried and tested approaches; whether that be a small-scale, 'fast turnaround' research project, or more ambitious, large-scale, complex studies.

1. **A named project lead:** As Project Lead, REDACTED will act as your key point of contact, along with support from. REDACTED will have full oversight across the project supported by a team of dedicated researchers.
2. **Senior input on every project:** Our project teams receive senior involvement throughout the life of every project, not just at the pitch and debrief, to ensure that we are delivering to the highest possible standards of project management. Joining REDACTED on this project will be REDACTED, one of BritainThinks' three Founding Partners. REDACTED will be the challenger on this project, acting as your 'client champion' throughout the research, especially at the design and analysis stages.
3. **Regular communication with you, our client:** Ongoing dialogue with the project team at HMICFRS as well as wider internal stakeholders will be critical to the success

of projects undertaken as part of this contract. Following the set-up meeting, we will provide you with written weekly project updates supplemented with fortnightly calls, and would recommend scheduling additional face-to-face meetings at key milestones as needed. Our weekly updates will clearly set out what has been delivered that week, highlight any upcoming deadlines, and flag any emerging issues or challenges. In addition, we would want to agree upfront sign-off processes with particular focus on development of the research materials, which we expect will be an iterative process.

4. **Flexibility to meet our client's needs:** We understand that there is no one-size-fits-all approach to project management. We are therefore happy to adapt our approach to project management to meet your needs, for example, by providing additional formal updates at key moments in the project. We view ourselves as a partner to our clients, not a supplier. We demonstrate this mind-set through our passion for supporting our clients in the day-to-day nuts and bolts of projects as well as in strategic thinking.

We do everything that we can to make working with BritainThinks a pleasure and stress-free. We are meticulous about communications with clients, ranging from detailed minutes of meetings clearly identifying actions and who owns them, through to regular updates delivered when and how works most effectively for each client. We are never afraid to be honest when we see an issue and never hold back from suggesting a solution if we think it will better help them to achieve their objectives. This has included reducing projects in scale and budget where we believe our client can achieve more with less.

5. **Strong quality controls:** We retain strong quality controls over all elements of recruitment and fieldwork, as well as the staff we employ. We take our obligations in relation to data quality, processing and protection very seriously, and always ensure that the ethical implications of the research we carry out are fully assessed at the set-up stage. We conduct all fieldwork according to the Market Research Society and ESOMAR Codes of Conduct, are registered with the Information Commissioner's Office, and we are committed to processing all personal information in accordance with the General Data Protection Regulation (GDPR) and UK data protection laws. We are accredited to Cyber Essentials Plus, a Government-backed cyber security certification scheme backed by major industry players and the Information Commissioner's Office. Further information about the specific quality assurance procedures that we would apply to ensure the successful delivery of this project is outlined in our response to Questionnaire 5 of our response.
6. **Proactive risk mitigation:** At BritainThinks we take a dynamic approach to managing risks within a project. You want to be confident that the successful agency can deliver each and every time, whatever the challenge. We would seek to develop, refine and tailor the draft risk register set out in our response to Questionnaire 6 with you at the set-up stage of the project, if we were to be commissioned.

As part of these thorough project management approaches, we will put in place specific actions to ensure that the project is delivered to key milestones. These include:

- **A detailed set-up meeting:** we would want to agree upfront sign-off processes with particular focus on development of the research materials, which we expect will be an iterative process. We also understand the importance of identifying upfront any

key milestones of which we should be mindful when delivering research (e.g. scheduled senior team meetings at which draft research materials would need to be available for discussion).

- **Regular communication:** as outlined in Section 2.2.2, we would seek to have regular, ongoing communication with the HMICFRS project team for the duration of the project in the form of weekly written updates and regular telephone calls.
- **A flexible and creative approach:** We have a strong track record of showing flexibility and creativity in our work in order to ensure that we meet our clients deadlines while not sacrificing on our high quality assurance processes. This is something we apply to all stages of a project from recruitment and research design, through to analysis and reporting. For example, the nature of our work means that we are often faced with more challenging recruitment briefs, which require creative problem-solving and dedication in order to fulfil for our clients. Recent examples include working with interpreters who helped recruit members of the Vietnamese community and visiting community centres to share flyers about a research project we were conducting with EU citizens living in the UK.

6.2 Identifying and Mitigating Potential Risks

At BritainThinks we take a proactive approach to managing risks within a project. We have outlined in the table below the key risks to the delivery of this research, and how these risks will be mitigated. This is something we would seek to refine with HMICFRS at the set-up stage if we were to be commissioned.

We would also seek to treat this as a 'live' document throughout the duration of the research. This means that we would be continually assessing, reviewing and updating the risk register, especially after the pilot interviews have been completed.

Risk	Likelihood ⁶	Impact ⁷	Mitigating actions, management and communication
Research does not fulfil the objectives of HMICFRS	1	5	<ul style="list-style-type: none"> • Thorough inception meeting at the outset of the project to understand objectives, involving our whole core team so all team members understand and are immersed in research aims • Fortnightly catch-up calls between HMICFRS and our core team members to discuss progress, any unexpected challenges, and agree immediate milestones • Thorough internal and external review processes of all research materials to ensure that they meet the research objectives • Dedicated very senior team member in our project team (REDACTED Founding Partner of

⁶ Score from 1-5 where 5 = highest likelihood that this risk will occur.

⁷ Score from 1-5 where 5 = highest impact on the outcome of the project and/or public safety.

			BritainThinks) to act as client champion and guardian of client objectives
Research is not delivered to time	1	4	<ul style="list-style-type: none"> • Fortnightly catch-up calls between HMICFRS and our core team members to discuss progress, any unexpected challenges, and agree immediate milestones • Ongoing flexibility and collaborative working enabling us to problem-solve any unforeseen challenges or delays in a creative way, drawing on the expertise of HMICFRS • BritainThinks to field a dedicated core team with clearly defined responsibilities. In addition, should any member of the core team be unexpectedly unavailable (i.e. due to illness), we will be able to draw on our wider team of 35 experienced researchers.
Research agency unable to access target audience in sufficient breadth or depth	2	4	<ul style="list-style-type: none"> • Core project team to draw on significant collective experience of recruiting hard-to-reach audiences and victims of crime for other clients to shape recruitment approach • BritainThinks to draw on existing strong working relationships with recruiters who have strong links with organisations highly engaged in support services for older people • BritainThinks to work with gateway organisations to build relationships, trust and intelligence, e.g. engaging with specialist agencies providing support for older people such as Age UK • Detailed recruitment specifications and screening processes to ensure that participants meet the desired profile, including identifying proxy measures for high-risk groups
Insufficient engagement in research	3	4	<ul style="list-style-type: none"> • BritainThinks to boost engagement in the project through generating buy-in to the research at initial point of contact • BritainThinks to assign individual point of contact to each participant for duration of project

			<ul style="list-style-type: none"> • BritainThinks and HMICFRS to agree all core research materials prior to start of fieldwork, to ensure that participant does not experience delays and overall experience is as seamless as possible
Victims struggle to accurately recall their experience of crime	3	4	<ul style="list-style-type: none"> • BritainThinks and HMICFRS to work collaboratively to agree research materials and discussion probes to support victims to recollect their experience • BritainThinks to conduct extended interviews to allow time for participants to consider their experience in detail and to potentially find key documents that they have from when they reported the crime they were a victim of in order to assist them in piecing together the timeline that took place • Interviews to include written exercises as an alternative means of collecting information and to enable participants time to think individually, rather than responding to all moderator questions verbally
Research participants disclose that they or others are at risk of harm	3	4	<ul style="list-style-type: none"> • Core project team to draw on significant collective experience of conducting research with vulnerable audiences, including perpetrators and victims of child sexual abuse • Reporting guidelines to be agreed at the start of the contract so that all project team members are clear on protocol and what they should and should not disclose to the authorities (e.g. police, social services) • Researchers to clearly outline to participants what information they will and will not be required to disclose to ensure that participants are giving their informed consent • Researchers to use projective techniques in fieldwork sessions to encourage participants to talk about their experiences without being required to disclose personal involvement
Risks to participant and researcher safety during the fieldwork	2	5	<ul style="list-style-type: none"> • Exclusion of individuals where obtaining informed consent presents serious ethical challenges (e.g. older victims with Dementia, or who have been diagnosed with severe Post Traumatic Stress Disorder)

			<ul style="list-style-type: none"> • Researchers to follow BritainThinks' safeguarding policy at all times
Participating in the research has a negative impact on participants	3	5	<ul style="list-style-type: none"> • Research materials to be carefully developed with from the perspective of participant and drawing on BritainThinks' extensive experience conducting research with vulnerable audiences about sensitive topics. This will include making use of written exercises, enabling and projective techniques • BritainThinks to provide participants with a written document outlining sources of support at the end of their interview that they can contact as required • BritainThinks to contact participants a few days after their interview has taken place to ensure that the process of recalling their experiences of being a victim of crime has not had a detrimental impact on their mental wellbeing

6.3 Compliance with Data Protection Legislation

Britain Thinks has developed a comprehensive set of Data Protection Policies and Procedures covering Data Protection, Data Retention & Erasure, Privacy Policy, Subject Access Requests, Data Breach and Digital Recordings. These Data Protection policies are available if you wish to review.

We have appointed a Data Protection Officer REDACTED, who takes responsibility for the overall supervision, implementation and ongoing compliance with the data protection law and performs specific duties as set out under Article 37 of the GDPR. We are accredited to Cyber Essentials Plus, a government-backed cyber security certification scheme backed by major industry players and the Information Commissioner's Office. We are registered with the Information Commissioner's Office, ICO Number: Z3224021. All our projects and associated risks are assessed from the outset in line with our detailed Data Protection Policies, which are structured in accordance with ISO/IEC27002 and ISO/IEC27001.

Data Management: Britain Thinks upholds the principles set out under Article 5 of the GDPR and corresponding provision within the Data Protection Act 2018 (Part 3 Chapter 2). We ensure the safe, secure, ethical and transparent processing of all personal data and have the measures in place to enable data subjects to exercise their rights. Britain Thinks ensures that:

- We protect the rights of individuals with regards to the processing of personal information by ensuring Privacy by Design (Article 25) and by default in all we do.
- BritainThinks accepts its responsibilities under Article 24 (1,2) and has implemented proportionate controls as directed by the ICO to reflect the requirements of Recital 78. This upholds our actions under Article 25(1).
- Personal data is only processed where we have verified and met the lawfulness of

processing requirements

- We only process special category data in accordance with the GDPR/DPA requirements and in compliance with the Data Protection Act 2018 Schedule 1
- We record consent, if this is the legal basis used to process, at the time it is obtained and evidence such consent where requested
- All employees are competent and knowledgeable about their Data Protection and Security obligations and are provided with in-depth training in the data protection laws, principles, regulations and how they apply to their specific role and Britain Thinks
- We maintain a continuous program of monitoring, review and improvement with regards to compliance with the data protection laws and to identify gaps and non-compliance before they become a risk, affecting mitigating actions where necessary
- We monitor the Supervisory Authority, European Data Protection Board (EDPB) and any Data Protection news and updates, to stay abreast of changes, notifications and additional requirements
- We have robust and documented Complaint Handling and Data Breach controls for identifying, investigating, reviewing and reporting any breaches or complaints with regards to data protection
- We have a dedicated Audit & Monitoring Programme in place to perform regular checks and assessments on how the personal data we process is obtained, used, stored and shared. The audit program is reviewed against our data protection policies, procedures and the relevant regulations to ensure continued compliance

Security: We have developed and documented appropriate technical and organisational measures and controls for personal data security and have a robust Information Security programme in place.

- Data is hosted both internally and in SSAE 16 Type II-audited datacentres off-site. At-rest data is secured with 256-bit AES encryption. In-transit data is secured using 256-bit SSL/HTTPS encryption. Daily backups are taken with a copy on-site via physical media and a copy off-site electronically to SSAE 16 Type II-audited datacentres. If required, data can be recovered for both working files as well as email from the off-site backups and can be operational with minimal downtime.
- Access to data is restricted to only the relevant staff members on each project and the data on their devices is encrypted in case of loss or theft. Any accidental loss of data is reported and recovered. We are behind an Enterprise grade firewall that is provided as part of our connectivity by our provider. Additionally, all devices internally are configured with Sophos Anti-Virus protection as well as proactive anti-malware checking.
- Security is well monitored, and electronic identity passes are required for all parts of the building. We perform regular security tests, most recently for Cyber Essentials Plus accreditation. We use the Sophos anti-phishing software to check all URLs visited and to block any suspicious or fraudulent pages as well as any unknown software

Data Encryption & Protection: Data is only transported off site by digital means and each instance of transfer it is encrypted. We use a secure storage system for all passwords with access limited to a small number of key people. Encryption is embedded as the norm for storing and transferring all files containing sensitive information. All staff have been trained in importance of encryption of sensitive files – both storage and transfer.

- We may receive the participant's data from our recruiters via our end-to-end encrypted platform Tresorit. Recruiters share with us participants' details for screening to take part in the research focus groups. We would use this platform for sharing any personal data with the client.

- All staff have WinZip encryption software installed on their machines. The Data Security team undertake spot checks of live and recently closed projects to ensure compliance.

Devices and hardware: All PCs and laptops have strong unique passwords for all staff user log-ins. All machines are encrypted using FileVault 2. We securely store a copy of the recovery keys for FileVault offsite. There is no central password. All personal mobiles used for work purposes have password protection. We have installed AirWatch on all personal mobiles where they are being used for work purposes. This allows for remote deletion of all emails in the event of device loss or a staff member leaving the company. Audio recorders are kept empty of files, which are transferred to our secure AV drive as soon as possible after fieldwork.

Data Retention: We store and destroy all personal information, in accordance with our retention policy and schedule which has been developed from the legal, regulatory and statutory requirements and suggested timeframes. Data retention policy is built into all project plans with named individuals on each project responsible for ensuring any personal data is anonymised, stored, transferred and deleted as appropriate. The data is archived to encrypted (AES256) cloud servers at the end of the project and all data is subject to the same strict destruction and deletion policy following the end of the retention period. Electronically stored data is permanently deleted and removed from all information assets (laptops, external hard drives, USB sticks and smartphones). That is, it is deleted in a way that means the action cannot be undone, nor can the documents be restored to functionality. Further, all references on our system to that information is removed. Local data is destroyed at the end of a project using a secure (7-pass DoD Standard) digital shredder. Hard copy data is shredded and the shredded paper securely disposed of.

Confidentiality: Britain Thinks has a robust recruitment process, along with a fully developed training programme on data security. We induct all new joiners with GDPR training and train the entire staff every 6 months.

- Those working on the HMICFRS project would all be permanent members of staff and we will undertake DBS checks if appropriate. We will only allow those working on the project to access this information. These people are authorised by our Partners.
- We anonymise participant data as soon as possible. This means written or recorded accounts of participants responses to our research will not be saved anywhere on our systems in combination with personally identifiable information. All analysis grids and recordings containing verbatim responses from participants are saved in encrypted documents in password protected files.
- We use a data processing agreement for all projects where we are processing personal data on behalf of clients or other data controllers and have supplier agreements for IT, freelancers and recruiters, which commit to secure handling, transfer and deletion of data.

Supplier's Response to Evaluation Question 7 – Price

REDACTED