

SCHEDULE 4

AMENDMENTS AND ADDITIONS TO GRANT OBLIGATIONS

[Note: This Schedule to be updated to include amendments identified during the competitive exercise, the Recipient's bid, amendments arising following award of grant]

The Grant Agreement has been amended to reflect changes identified.

Recipient's answers to questions in the bidding application

(Note: In the Instructions for Bidding bidders were given the following instructions: If there are any significant changes to your circumstances during the bidding process or following award of grant which affect the information you have submitted (such as a change to consortium membership or sub-contractors change or any change that may affect your ability to deliver) you must notify the Authority immediately.)

Responding Supplier: Victim Support

1. Organisation Details

1.1 NOTE TO BIDDERS (on how to complete the Request for Information (RFI)) (Non-weighted - information only) Where a prime contracting approach is proposed, all information requested should be given in respect of the prime contractor, which shall be the Bidder. If you are bidding as a consortium, a Lead Bidder must be identified and should provide a composite response for the members of the consortium, making clear which organisation/s will be delivering any particular elements. The consortium's constituent members shall together be the Bidder. Please confirm that you understand this note.

Response

Yes

1.2 (Non-weighted - information only) Any questions left unanswered or incomplete may result in the rejection of the whole response. Please confirm that you understand this note.

Response

Yes


1.3 (Non-weighted - information only) Name of the organisation that will act as the Bidder or Lead Bidder

Response

Victim Support

1.4 (Non-weighted - information only) Name and contact details of the Bidder's principal contact

Response



1.5 (Non-weighted - for information only) The Authority wishes to enter into an agreement with a single entity (such as a single organisation, prime contractor or Lead Bidder). Taking this into consideration, are you bidding as a: (single organisation, prime contractor, consortium, other?)

Response

b) prime contractor

1.6 (Non-weighted - acceptable/unacceptable) If selected 'Other' at 1.5 above, please describe

Response

Not applicable

1.7 (Non-weighted - information only) Please provide details of the Bidder's principal areas of business activity. Please limit your response to 50 words.

Response

Victim Support runs the current Homicide Service as part of a portfolio of services providing free and confidential emotional and practical support to victims and witnesses of crime across England and Wales. We deliver services locally, principally through 6698 volunteers, helping victims and witnesses overcome the devastating impact of crime.

1.8 (Non-weighted - information only) Is the Bidder (or Lead Bidder): - a registered Charity - a Company - other

Response

a) charity

Comments

Victim Support is both a Registered Charity (number 298028) and a Limited Company (2158780).

1.9 (Non-weighted - information only) Provide the Bidder's (if a company): - Registered office address - Registered number - Date of Registration - Name and registration number of any parent company or statement that you do not have a parent company

Response

Registered Office: Hallam House, Hallam Street, London, W1W 6JL.

Charity Number: 298028

Company Number: 2158780

Date of first Registration of charity number: 17th November 1987

Date of Registration of company number: 28th August 1987

Victim Support does not have a parent company.

1.10 (Non-weighted - acceptable/unacceptable) Has any of the Bidder's directors or any other person who has powers of representation, decision or control of the

Bidder been convicted of any of the offences at ATTACHMENT Annex 1 Offences?

Response

No

2. Health and Safety

2.1 (Non-weighted - for information only) Does the Bidder have: - a written Health and Safety at work policy? and - a Health and Safety at work system i.e processes and procedures to ensure that the subject is properly managed and legal requirements are met?

Response

Yes



2.2 (Non-weighted - acceptable/unacceptable) If you answered 'No' to either of the 2 previous questions please explain why.

Response

No response

3. Equalities

3.1 (Non-weighted - for information only) In the last three years has any finding of unlawful discrimination been made against the Bidder by any court or tribunal or has your organisation been the subject of an investigation by the Equality and Human Rights Commission?

Response

No

3.2 (Non-weighted - acceptable/unacceptable) If the answer to question 3.1 is 'Yes', what steps did the organisation take as a result of that finding or investigation?

Response

Not applicable

4. Capability

4.1 (Weighting: 46%. Showstopper if less than 'acceptable') Provide details of any grants/contracts (to a maximum of three) from the last four years that you have been awarded for supporting bereaved individuals or for providing services similar to those set out in the Descriptive Document. Include:- name of the client organisation, start and finish dates, value of the grant/contract to your organisation, your organisation's role, a description of the services provided and whether this included support for individuals bereaved by crime or vulnerable adults or children, improvements and efficiencies, a description of how service levels were maintained, a description of how delivery of the services directly improved the achievement of outcomes. If bidding as a consortium state the name of the organisation which delivered each of the services. If bidding as a

Prime Contractor at least one example must relate to the Prime Contractor - the others may relate to a subcontractor which will provide similar services on this grant. Please limit your response to 800 words.

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.2 (Non-weighted - for information only. Information will be used to verify the response to 4.1) The Authority wishes to receive references from the organisations who received the services outlined in the answer above. The reference form is attached - ATTACHMENT Annex 2 Reference Template. Please send this to your referees who should complete and return it directly to the Authority at victimservicescommissioning@justice.gsi.gov.uk to arrive no later than 28th March 2014. The references will not be scored themselves but will be used to verify the information provided in response to the question above. State the name of the consortium member or sub-contractor which delivered the services. Please confirm that you have requested three referees to respond using the template.

Response

Yes

4.3 (Weighting: 20%) Please provide details of any examples from the past four years (to a maximum of two) where you have managed the transition to and implementation of services similar to those required by the Authority. Provide the the name of the customer organisation, key customer contact details, a description of the transition services provided by your organisation, the size and scope of the project and the transition activities, the value of the grant/contract to your organisation, TUPE management activities, how any transfer of staff was organised to minimise disruption, the project management approach adopted. The Department reserves the right to approach the clients for a reference in order to verify the information provided. If bidding as a consortium state the name of the organisation which delivered the services. If bidding as a Prime Contractor at least one example must relate to the Prime Contractor - the others may relate to a subcontractor which will provide similar services on this grant.

Response

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

4.4 (Weighting: 34%. Showstopper if less than 'acceptable') Please provide details of the Bidder's experience of developing or commissioning or managing,

case management arrangements capable of receiving and hosting sensitive personal data and complying with Information Security protocols. Indicate which Security Impact Level applied. Where you have developed or managed data sharing protocols with police or other statutory authorities please describe this. If bidding as a consortium state the name of the organisation to which the experience relates.

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.5 (Non-weighted. For information only) Please note that the Authority may undertake a financial assessment of the successful bidder prior to grant award. The Authority may ask the successful bidder to provide a Parent Company Guarantee and/or Deed of Performance (see Instructions for Bidding). Please confirm that you will meet this requirement if and when requested by the Authority.

Response

Yes

4.6 (Non-weighted - acceptable/unacceptable) If your response to 4.5 was 'no' please provide details.

Response

No response

5. Delivery Structure

5.1 (Weighting: 53%) Please complete and upload ATTACHMENT Annex 3 Schedule of Sub-contractors or Consortium Members (unless you are a single organisation bidder). Please describe the organisational delivery structure you will use to successfully deliver the Services, including each of the support services, across England and Wales including to Welsh speakers if required. Provide details of the latest progress on negotiations and the current level of commitment from any sub-contractors or consortium members. Detail the current and proposed relationships between the organisations including intended contractual or other relationships and the reporting lines that will be used. Indicate whether these relationships may change during the grant period. Also indicate your experience of successfully managing a similar structure. Attach a short statement in the form of a signed letter from each sub-contractor/consortium member verifying their understanding of their role, the value of the grant to them, the current position on negotiations and the future relationship. Please limit your response to 700 words.

Response

Victim Support (VS) will act as both the prime contractor and a service delivery organisation for the provision of support to those bereaved by homicide. Our role will include: undertaking initial and on-going needs assessments; providing immediate and ongoing practical and emotional support; referring service users to specialist services provided either directly by other VS staff and volunteers; by a commissioned service including Peer Support groups; signposting to a statutory service (such as NHS drugs and alcohol addiction programmes); and managing the grant and reporting to the Ministry of Justice (MoJ). We will manage a network of commissioned services to ensure that a tailored and high standard of service is provided to each service user.

[Redacted]

We have engaged extensively with the organisations within our current network and have agreed their involvement in the upcoming service, as shown in the attached Letters of Intent. We have agreed to formalise our relationships further upon grant award by putting sub-contractual agreements in place, and have done the same with new service providers.

[Redacted]

[Redacted]

We do not anticipate our relationships with our commissioned services changing over the grant period unless there is a need to do so, for example, in cases of poor performance. However, we will support our providers in resolving any issues and work closely with them before making a decision to end a service delivery relationship.

[Redacted]

[REDACTED]

We will work with the Authority to confirm the new reporting requirements (including quarterly performance reporting as detailed in the Descriptive Document) and will ensure that this is reflected in the new subcontracts.

VS and its subcontractors have a robust complaints procedure and the commissioned services are required to provide any information necessary for the investigation of a complaint. In the wider VS complaints procedure, a complaints register is overseen by the board of trustees.

Please find attached a signed letter from each commissioned service verifying their understanding and commitment to a role in the provision of service.

Please note, following a MoJ response to a clarification question, VS wrote to all of the commissioned services included in this bid releasing them from any exclusivity requirement they had previously entered into with us.

[REDACTED]

5.2 (Weighing: 9%) Explain the contingency arrangements you will put in place to mitigate the risk of an organisation failing to engage fully prior to or post-award of grant. Also include arrangements for robustly monitoring the ongoing viability of the organisations. Please limit your response to 400 words.

Response

Victim Support (VS) has worked closely with our network of specialist providers for over 3 years to ensure continuous service provision. We have helped build the capacity and governance frameworks of these organisations, and a collaborative approach enables our commissioned services to focus on delivery, not red tape. Our services benefit from excellent professional working relationships with all our partners, mitigating risks of low engagement or poor performance, as described in attached example references from commissioned services.

However, should issues arise, our experience of managing service provision allows us to quickly identify problems, carry out interventions, and if necessary appoint another service provider. In the current Homicide Service we have intervened following a data security audit, helping a number of commissioned service providers meet the necessary standards. Please see attached 3 further examples.

Whilst our commissioned services deliver individualised support and operate in different locations, many have the capacity to deliver a broader scope of work. As such, in an emergency many could provide comparable support to service users, to ensure continuity of service until a sustainable solution was found.

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

5.3 (Weighting: 9%) Explain the Equality Impact Assessment process you will adopt across the delivery structure to ensure parity of service, based on need, across different victim groups. Please limit your response to 400 words.

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

We are cognisant of our responsibilities under the public sector Equality Duty and can confirm that our services will and do comply with it.

The current Homicide Service teams carry out detailed needs assessments for each

case, including specific equality issues, and then provide tailored support based on these assessments.

[REDACTED]

In future we will continue to tailor all services to the unique needs of the individuals we support, using VS's national framework and EIAs to keep equality and diversity central to our operations. In cases where we are unable to instantly meet a request we will find an alternative option: for example, if resourcing pressures render us unable to assign a Caseworker of the requested gender, we can ensure that a volunteer of that gender is also present, so that no service user is alone with a member of the opposite sex if they do not feel comfortable.

[REDACTED]

5.4 (Weighting: 9%) Detail your plan to deal with spikes in demand to ensure that a consistent service is provided. Please limit your response to 200 words. Victim Support (VS) will ensure resilience in the Homicide Service by building a strong delivery model which will withstand sudden spikes in demand, whilst adjusting to meet individual needs.

Response

As well as drawing on VS's robust national framework – including IT infrastructure, business processes, training and [REDACTED] we will also use a pool of [REDACTED] volunteers to supplement the [REDACTED] volunteers. [REDACTED] Furthermore, we will regularly review [REDACTED] to identify trends and increase volunteer numbers in high-risk areas.

[REDACTED]

5.5 (Weighting: 20%) Provide details of current links, and links you will develop, to other sources of support for victims to assist in their longer-term recovery.

Response

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6. Managing Transition

6.1 (Weighting: 53%. Showstopper if less than 'acceptable') Attach a detailed project plan showing how you will mobilise prior to go-live to ensure that the required services can be successfully delivered from go-live date. Show key stages and milestones as well as the activities required to meet these. Include, for example, timescales for security clearances / recruitment / training, partnership/sub-contractor agreements, implementing IT systems, communication with key stakeholders and, if relevant, TUPE considerations. Please confirm you have attached a detailed project plan.

Response

Yes



6.2 (Weighting: 14%) Provide details of the project management structure and systems during the mobilisation and transition period with details of the experience of the key staff. Attach an organogram of the proposed mobilisation/transition team showing personnel and their position. Please limit your response to 300 words in addition to the organogram.

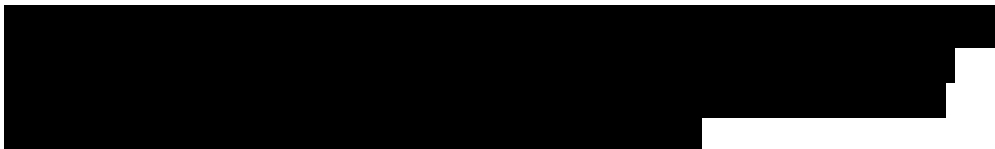
Response

As incumbent, our mobilisation will be straightforward. With services already in place, we will ensure that service users face no disruption, and their experience is enhanced by the innovations we will introduce. The transition organogram is attached.

Victim Support (VS) understands that mobilisation and transition are critical and can have a significant impact on success. We are experienced in delivering seamless transitions for complex services, including the integration of 77 federated charities into a single charity in 2007/8. The director of the current Homicide Service was instrumental in this transformation, and VS will apply these proven processes to ensure 0% service disruption as we implement plans to further innovate and improve the service.

We will use the national VS Business Functions teams and processes to support the transition. VS has an established project management methodology based on the PRINCE 2 framework. This enables a consistent, organisation-wide approach which can be applied and scaled to each project that we manage. Our methodology underpins the structured approach we take towards ensuring effective management of change.

The transition will be led by:



[REDACTED]

[REDACTED]

6.3 (Weighting: 10%) Provide details of any support you will require from the Authority during the mobilisation and transition periods

Response

Through continuity of Victim Support's (VS) long-established and positive relationship with the Authority, we would expect the impact of our innovations during the transition period to be minimal. As the Homicide Service has been running for over 3 years, we are confident in our capacity and capability to deliver our planned innovations without impacting on the current service or imposing burdens on the Authority. We will continue to work closely with the Authority to discuss, on a timely basis, any issues that arise.

We will request time with the Authority to discuss outcome measures and reporting arrangements, including any changes to the Work and Social Adjustment Questionnaire. We are keen to agree any changes to measures soon after the grant award, as this will allow time to adapt any IT systems and data-capturing processes. We will work with the Authority to establish a review meeting schedule for the transition period.

We will seek clarity from the Authority on the way in which the Homicide Service will interact with organisations supporting families bereaved by homicides that occurred before 2010 and any future support commissioned by Police and Crime Commissioners to support this service user group.

We will ensure that the change process has no effect on current service users or those that enter the service during the transition period. We will train Caseworkers to make current service users aware of the new services that will be available from October 2014; and where possible we will introduce them early via a phased approach – including support for debt management [REDACTED]

[REDACTED]

[REDACTED]

The Service Director and management team will be responsible for ensuring continued high morale in the staff, volunteers and commissioned services, and for leading the culture change to embrace new innovations and technology. We will

achieve this positive transition by providing sensitive and timely information and continual support.

6.4 (Weighting: 23%) How will you ensure that any victims being supported at go-live are transferred across with minimum upheaval and distress?

We are confident that service users will experience 0% disruption at Go-Live. Victim Support (VS) is passionate about keeping the needs of victims at the heart of the Criminal Justice System, and so we will do everything possible to ensure that individuals and families bereaved by homicide will not face any interruption in the support. As incumbent we are proud to be in the strongest position to offer this; however, we are equally aware that if a change in provider does take place, service users may experience upheaval due to changes in service delivery, which we may need to help address.

Response

To accomplish 0% service disruption, we will leverage our position as current operator to instigate our transition plan immediately following grant award; we will make alterations gradually, so that staff and volunteers delivering front-line services do not have to juggle sudden operational changes with their core responsibilities. We have previously successfully achieved this in managing change during the life of the current grant. These teams will be supported by the service management team and wider VS corporate services to further ease the transition and ring-fence time spent on supporting victims.



Our long-established relationships with existing commissioned services will ensure that any support being delivered at Go-Live will continue uninterrupted. As soon as the outcome and performance targets have been defined by the Authority, we will arrange subcontracts with all our subcontractors to reflect the required measures. We will also work with both old and new commissioned services to adapt their reporting mechanisms to make these changes; by sharing best practise and expertise we can help the organisations with whom we work adapt quickly to the new requirements. This support will enable them to continue focussing on supporting service users.



We will assist the organisations delivering the new Peer Support service to recruit and train the required number of volunteers to ensure that their service is available from October 2014. We will ensure that current service users are aware of this new service and the other innovations to our service.

We will arrange meetings with key stakeholders e.g. ACPO, CPS and NHS [REDACTED] with whom we already have excellent relationships.

Close management of the transition plan and the robust nature of the current Homicide Service will allow VS to ensure that no service user is adversely affected on the Go-Live date.

6.5 (Non-weighted. For information only) Taking account of your legal responsibilities, in your opinion will TUPE arrangements be invoked by the transfer of these services? Yes, and we have taken this into consideration in our Bid including our Expenditure Schedule (see Questionnaire 'Expenditure Profile') No, and we have taken this into consideration in our Bid including our Expenditure Schedule (See Questionnaire 'Expenditure Profile')

Response

Yes

7. Recruitment and Training

7.1 (Weighting: 100%) Provide details of the recruitment and induction process you will implement for paid and unpaid staff at the start and throughout the life of the grant agreement including details of any tests and security checks you will apply. Include details of how will you ensure that adequate numbers of fully trained and vetted staff/volunteers will be available at go-live. Also include timelines for training staff to ensure they are fully prepared for their roles. Please limit your response to 700 words.

Response

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



8. Service Delivery

8.1 (Weighting: 17%) Outline the staffing structure you will adopt (i.e. number of Case Managers, Line Managers/Supervisors, itemised Specialist Staff etc) and attach an organogram. Clearly demonstrate how the staff numbers stated are associated with/linked to each stage of delivery and (if you are bidding as a prime contractor or consortium) the organisation for whom they will work. State the qualifications they will have where relevant and the ongoing training they will receive and how you will review these and keep them up to date. Please provide details of the proposed number of a. permanent staff b. temporary staff c. third party d. voluntary staff in each role of the proposed delivery structure and where they will be based.

Response

The majority of front-line delivery will be undertaken by [redacted] Caseworkers, [redacted] and will assess the needs of each service user - including arranging assistance from a specialist commissioned service if appropriate. They will manage each support plan, delivering support face to face and by phone, and updating needs assessments. All Caseworkers have previous experience in relevant fields of service [redacted]

[redacted] caseworkers will be managed by [redacted] [redacted] Team Leaders report to the Service Manager; and each team will be supported by a Support Worker. Support Workers complete day to day administrative functions, [redacted]

[redacted] The teams will be based in Victim Support (VS) or police premises throughout England and Wales.

Teams will be supported by a pool of [redacted] volunteers who can provide emotional and practical support. As well as completing VS core and specialist training, such as supporting children and young people, volunteers have specialist training in supporting individuals and families bereaved by homicide. Volunteers will report into VS Service Delivery Managers to help standardise support [redacted]

We do not anticipate using temporary staff, although we will employ people on fixed-term contracts when necessary, such as to cover maternity leave.

Upon referral to a commissioned service, we will seamlessly transition support, although the Homicide Caseworker will retain the responsibility of overseeing the case. Please see the attached service delivery organogram for the staffing structures of commissioned services, and Annex 3 for their areas of expertise.

A Performance and Quality Assurance Manager will be responsible for ensuring that output and outcome reports are received promptly from commissioned services for

onward report to the Authority. They will ensure that any issues are escalated quickly to senior management.

[REDACTED] the team will meet annually for on-going training for a minimum of [REDACTED] days. This will include input from speakers on areas such as [REDACTED]

[REDACTED] These meetings will develop [REDACTED] skills in a wide range of issues experienced by the bereaved, including [REDACTED]

[REDACTED] We will also provide additional training to support those who experience behavioural issues within a family unit, and CPD on statutory educational services.

Volunteers will attend regional workshops and bi-monthly meetings with Caseworkers, so that they can continue to develop their skills and expertise.

The Service Manager, [REDACTED] will be responsible for the day to day management of the service and staff. [REDACTED]

The Team will be overseen by the Service Director, [REDACTED]

[Note: Additional information document provided is attached]

8.2 (Weighting: 55%. Showstopper if less than 'acceptable') Explain how you will ensure the delivery of the needs based service described in the Descriptive Document including: how you will identify needs, how you will ensure these needs are met where provided by you or by organisations you commission services from; how you will signpost to other services where the needs identified are outside of the scope of the service you provide under the service description. Describe how you will measure the effectiveness of the services you provide or commission including your willingness to work with the Authority to agree performance measurements and keep these under review. Please limit your response to 600 words.

Response

The new service, based on a proven and successful model, will be built around 25 Caseworkers and a pool of 70 active volunteers who will identify and respond to the complex needs of the bereaved. Please see attached service model for an overview of delivery.

Identifying Needs

After introduction from the Family Liaison Officer, Caseworkers will use the Victim Support (VS) needs assessment to identify support required. [REDACTED]

[REDACTED]

Meeting Needs

Caseworkers and volunteers will offer service users immediate emotional and practical support. They will have access to this support throughout the service - in person, by phone and online - and Caseworkers will regularly update and respond to the needs assessment. Our Case Management System (CMS) will enable Caseworkers to update information in real time, ensuring a fast response to changing needs.

Service users with more complex needs, related to, for example, psychological trauma and legal or financial issues, can be referred to our specialist commissioned services or statutory support agencies.

[REDACTED]

Service users needing targeted and integrated support due to domestic abuse, and/or sexual or gender based violence, can access this through VS's trained IDVA and ISVA support workers.

Where appropriate, service users will be referred to Peer Support providers. Not only will this support be available throughout their interaction with the service, it can continue after 'exit', meeting longer term needs. These organisations will also provide a direct link back in to the VS team, so a service user can easily re-enter our support network if needed.

Signposting

We have built up excellent relationships with statutory agencies such as Social Services and the NHS and will signpost to their services, e.g. in the case of alcohol misuse. We are exploring how we can work better with the NHS with the NHS director responsible for engagement with police and crime planning.

We will facilitate access to pro-bono legal advice [REDACTED]

[REDACTED]

We will work with schools and employers to help service users return to work or education in their own time.

Measuring our Services

[REDACTED]

The Service Manager will review any operational issues, and look for continuous improvement. The Service Director will regularly review all aspects of delivery and

undertake due diligence. Caseworkers will measure the impact of commissioned services through regular contact with service users.

[Redacted]

[Note: Additional information document provided is attached]

8.3 (Weighting: 6%) How will you provide direct or indirect support for children (those under 18)?

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

8.4 (Weighting: 22%) How will you ensure that you will have a secure case management system to the required Impact Level in place for go-live?

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

9. Managing the Grant

9.1 (Weighting: 40%) Provide details of how you will manage the delivery of services. Include the management of interfaces with the Authority. Provide details of the management team structure (in line with the organogram provided at 8.1) and reporting lines. Provide names of key management staff and their responsibilities and describe how you will keep this structure under review for the grant period. Include details of how you will deal with out-of-hours requests for support, how any exceptional gaps in resources and type of support will be addressed and how quickly. Please limit your response to 800 words.

Response

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Interface with the Authority
In the new grant we will keep working closely with the Foreign and Commonwealth Office (FCO) and MoJ to provide reports and responses quickly and appropriately.

The Homicide Service Director will be the key point of contact between the Authority and VS, supported by the Service Manager. From October 2014 VS will continue to attend the Homicide Service Steering Group as needed, and will work with the Authority to establish the best method of regular review. We will design and produce new reports as required.

Structural Review

We are committed to continuous improvement. We will build on our annual report to produce a yearly delivery plan, which will include a full review of the team as well as of success and challenges from the preceding year. This will be shared with the Authority, with whom we will work to ensure excellent service delivery.

9.2 (Weighting: 60% Showstopper if less than 'acceptable') Describe how data will be collated and the processes you will put in place to ensure timely, accurate and complete data returns to the Authority. Describe how you will monitor and report on outputs; and outcomes achieved for individuals being supported. Also detail how you will monitor and manage financial spend and how this will take account of case management information. Please limit your response to 600 words.

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

10. Efficiencies

10.1 (Weighting: 100%) What steps will you take to ensure your continued ability to deliver within budget and to minimise overhead and non-delivery costs and maximise investment in frontline delivery?

Response

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Any efficiency savings that we achieve will be re-invested back in to the Homicide Service, allowing us to provide flexible, on-going support for those bereaved by homicide and securing the service for the future.

11. Expenditure Profile

11.1 (Weighting: 100%) Complete the Expenditure Schedule at ATTACHMENT Annex 4, and upload. Prices should be in pounds sterling only and must not exceed the Grant Funds. The Authority will be seeking to identify the extent to which funding will be directed to frontline delivery. Please confirm that you have uploaded this attachment.

Response

Yes

[Note: Additional information document provided is attached]

12. Declarations

12.1 (Non-weighted - acceptable/unacceptable) It is a requirement that Bidders confirm their unqualified acceptance of Ministry of Justice (MoJ) Grant Agreement. Please confirm your unqualified acceptance of the Grant Agreement.

Response

Yes