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| Proposal |
| Safe and Well Kids (SAWK)  program evaluation |
| Department of Human Services, South Australia  January 2025 |



Acknowledgements

We recognise the diversity of Aboriginal and Torres Strait Islander peoples across this country and acknowledge their sovereignty was never ceded.

We pay our respects to Elders past and present, and acknowledge their continued custodianship and care for the many lands and waterways that support life.

We acknowledge the untold histories and the injustices of the past and the present. We respect and value the ongoing contribution that Aboriginal and Torres Strait Islander peoples make to our communities and to wider Australia.  

We also acknowledge the talent and artistry of Emma Walke, who designed the artwork for our acknowledgment of Aboriginal and Torres Strait Islander peoples. The design shows a story of connection to country and people, representing the breadth of work we do with Aboriginal and Torres Strait Islander communities across Australia. The colours represent the land, and the lines in between represent the water that connects us all.

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Service provider’s details

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Executive Summary

ARTD is pleased to present this proposal to evaluate Safe and Well Kids for the Office for Women, Department of Human Services, South Australia.

Your needs

The Safe and Well Kids (SAWK) program was established in June 2021 under the *National Partnership Agreement on COVID-19 Domestic and Family Violence Responses (April 2020).* It supports children and young people (ages 0-14 years) through tailored, coordinated service responses including assessment, therapeutic support, case management, and linkage with specialised, child-centred legal advice and advocacy. The program is a partnership between the Department of Human Services (DHS) and service providers.

DHS is seeking to commission an external evaluation of SAWK, to run from March to August 2025, with a possible extension to November 2025. This timeframe will enable DHS to report to the Commonwealth Government by 31 December 2025. Objectives include:

* confirm/establish outcomes of the program
* build data collection capacity
* explore recommendations for expansion or improvement.

The evaluation will be co-designed with the Project Management Group and other stakeholders. Given the overrepresentation of Aboriginal and Torres Strait Islander families among service users, it will be critical to conduct genuine and effective consultation with First Nations communities to ensure the evaluation is culturally safe and appropriate.

Tasks for the external evaluation will include identification and design of data collection methods and tools, ethics approval processes as required, analysis of program data against service delivery and outcome frameworks, and preparation of interim and final reports. A sense-making workshop involving stakeholders will be conducted prior to submission of the final report, to facilitate a deep understanding of the findings and their implications.

Our team

ARTD is a medium-sized Australian-owned firm. From a small team of three, established in 1989, we have grown to become one of the most respected and enduring consultancy firms in our field. Our staff are committed, curious, creative, compassionate and collaborative in producing credible evidence and real-world solutions to policy problems. They are supported by strong internal management systems and processes.

Our nominated team for this project has the skills and experience required to deliver a rigorous, credible evaluation in a collaborative and capacity-building manner, on time and within budget.

* **Rebecca Wilkinson** (Director) will provide strategic oversight and will be available throughout the project to discuss any concerns or issues. Rebecca is a highly experienced leader of evaluation teams with expertise in a range of methods. She has worked in senior government roles in policy, strategy and risk management.
* Dr **Kate Williams** (Manager) will lead the team and provide day-to-day project management. Kate is an award-winning evaluator with 20 years’ experience in projects for government and non-government organisations in health and human services.
* Dr **Stephanie Quail** (Manager), Natalie Martino (Senior Consultant), Dr Patricia Rose (Senior Consultant) and Leah Carroll (Consultant) bring a wealth of relevant co-design and evaluation skills and experience to the team.
* ARTD associate Dr **Kate Fairweather** is an academic in psychology (mental health) and public health (epidemiology and evaluation). Her experience with health intervention-focused programs among vulnerable populations is drawn from 20 years in the health-university sector; she will contribute to evaluation design and stakeholder consultations.
* ARTD associate Dr **Sue Bertossa** has strong connections with local First Nations communities and will lead the consultations with these groups, with input from expert advisor **Paula Shaw**, Senior Manager at ARTD.

Kate Williams, Kate Fairweather and Sue Bertossa live and work in South Australia. We have also allocated a backup team of equivalent positions to ensure we can deliver the project within the timeframes if unforeseen circumstances arise.

Our approach to meeting your needs

**Collaborative.** Working with clients and key stakeholders in the design phase enables us to ensure that our approach will answer key questions and that our methods will be both rigorous and feasible. Keeping communication flowing during data collection and analysis gives us the opportunity to respond to emerging risks and opportunities, and program teams to act on early findings. Presenting key findings to discuss interpretations and implications before reporting means we can present reports that are not only grounded in the evidence but are accepted by key stakeholders and are actionable.

**Sensitive and ethical.** All our consultants are members of the Australian Evaluation Society (AES) and our projects are conducted within the AES Guidelines for the Ethical Conduct of Evaluations, the NHMRC National Statement on Ethical Conduct in Human Research (2023) and the Australian Institute for Aboriginal and Torres Strait Islander Studies Code of Ethics for Aboriginal and Torres Strait Islander Research.

**Culturally safe.** ARTD has worked with Aboriginal stakeholders and communities across Australia for almost 30 years to design, deliver and evaluate social and human services policies and programs in their communities. We work with Aboriginal program staff and stakeholders as partners in research and evaluation. In 2021 we were awarded the Australian Evaluation Society (AES) *Award for Excellence for Enhancing the Social Good* for our work with Kinchela Boys Home Aboriginal Corporation on a Practice Framework informed by Stolen Generation Survivors. In 2019 we were awarded the AES *Indigenous Award for Excellence*, recognising our collaborative approach and commitment to self-determination.

**Trauma-informed.** ARTD is committed to working sensitively, ethically and appropriately with population groups that have experienced trauma so that they can provide feedback on programs designed to support them and contribute to continuous improvement. We take time to build trust and rapport, prioritise safety, recognise indicators that a person has experienced trauma, and respond appropriately through protocols that emphasise choice and control for participants. We seek to avoid triggering trauma through careful design of data collection methods and materials.

**Capacity building.** We believe evaluation holds great promise because it can enable learning, support accountability (to funders and the community) and build the evidence base for innovative programs. Stakeholder involvement and leadership support are key to evaluations that are useful and used. For this reason, we aim to take a capacity building approach for this project. We will work with your team to develop a program theory and logic model as a foundation for the evaluation plan’s key evaluation questions, indicators and identification of data sources. Our nominated team includes staff who are experienced in facilitating applied evaluation workshops to develop program theory and to interpret and make sense of evaluation findings, drawing on stakeholder knowledge and experience.

**Rigorous and credible.** Good designs identify suitable methods for answering key questions. They also focus data collection on what is required. To minimise the burden of data collection, we aim to make the most of existing data where possible and use new data collection to fill gaps or understand patterns in existing data. We are adept at synthesising qualitative and quantitative information to answer the key research questions. We will bring together the evidence from different sources to provide a clear picture of what is occurring and to develop strategic recommendations.

Our capacity and capability to deliver

ARTD is a leading public policy consulting firm. Our core business is working with government agencies and non-government organisations to deliver comprehensive program evaluation services, providing robust evidence to inform policy decisions, co-design service models and delivery strategies, track outcomes, and continuously improve performance.

Over 30 years, we have successfully delivered more than 1,600 consultancy projects—large and small—across a variety of policy sectors. We were early pioneers in the use of program logic and remain at the forefront of evaluation theory and practice. ARTD is an active member of 25 procurement panels across Australian and state governments. We have won numerous awards recognising our work.

ARTD has considerable experience in the human services and health sectors, with a demonstrated ability to navigate complex ethical considerations, engage with diverse stakeholders, and provide actionable insights that inform policy and program development. We bring a deep understanding of the challenges faced by organisations providing services to individuals impacted by DFV, gained through numerous projects for State and Commonwealth governments and non-government organisations.

Value for money

Our proposal provides the value for money that can be produced by a leading public policy consultancy firm, with highly skilled staff and associates, delivering a robust approach. Our total budget for the consultancy including expenses and excluding GST is **$149,959**. It includes 72.25 days of staff time. The following expenses are included in the quoted price:

* The services of our associates and expert advisors
* Recruitment, training and payment of an Aboriginal co-researcher
* Recruitment of an Aboriginal advisory group
* Reasonable provisions for staff travel and accommodation
* Vouchers for participants in the SAWK client interviews
* The costs of preparing, submitting and managing ethics applications.

This price reflects our proposed approach and methods to respond to the requirements of the project as described in the RFQ and addenda. We are happy to refine the budget to meet your needs. Please see Section 7 for our detailed budget.

# Our understanding of the services required

## The policy context

Domestic and family violence (DFV) is recognised as a widespread problem in Australia, with almost one in four women reporting that they have experienced at least one incident of violence by an intimate partner.[[1]](#footnote-2) Adult victim-survivors of DFV have increased risk of homelessness and unstable employment, and there is growing evidence of negative impacts on their children’s health and functioning. Data on DFV-related assaults suggests that South Australia has a high rate of these crimes, with 524 per 100,000 population in 2020.[[2]](#footnote-3)

In response to increasing rates of DFV during the COVID-19 pandemic and lockdowns, the Commonwealth, State and Territory governments signed the *National Partnership Agreement on COVID-19 Domestic and Family Violence Responses (April 2020)*. This recognised a joint responsibility to ensure the safety of women and children during the pandemic and supported States and Territories to fund service responses. It was designed to build on the *National Plan to Reduce Violence Against Women and Their Children (2010-2022)*. States that signed the Agreement received a fixed upfront payment of $975,000 plus a population-based share of $20m; the estimated upfront financial contribution for South Australia was $2.4m. In addition, contingency and demand-driven funds were set aside to meet priorities identified by the Council of Australian Governments (COAG) Women’s Safety Council.

The **Safe and Well Kids (SAWK)** program was initiated and funded under the NPA and focuses on recovery for children and young people who have experienced DFV. Under the *National Plan to End Violence against Women and Children 2022-2032*, recovery is defined as ‘an ongoing process that enables victim-survivors to be safe, healthy and resilient and to have economic security and post-traumatic growth’.[[3]](#footnote-4) The National Plan recommends trauma-informed, person-centred approaches to address barriers to recovery and healing and avoid re-traumatisation. Under the National Plan, one of the objectives for recovery is:

Recognise children and young people as victim-survivors of violence in their own right, and establish appropriate supports and services that will meet their safety and recovery needs.[[4]](#footnote-5)

The National Plan is accompanied by Action Plans and a dedicated *Aboriginal and Torres Strait Islander Action Plan 2023-2025*, acknowledging the disproportionately high rates of DFV experienced in First Nations communities.

‘Recovery and healing’ is one of five focus areas for the South Australian Royal Commission into Domestic, Family and Sexual Violence, which is due to report in July 2025.

## The evidence base

Children are often exposed to DFV[[5]](#footnote-6) and should be regarded as victim-survivors, not simply as witnesses or secondary victims.[[6]](#footnote-7) Impacts vary according to family and individual factors[[7]](#footnote-8) and developmental stage. [[8]](#footnote-9) The experiences of individuals may change over time.[[9]](#footnote-10)

A meta-synthesis of qualitative studies found that children’s experiences of DFV exposure were diverse and complex. Impacts reported by children included ongoing fear and distress; disruptions and losses such as having to leave behind their homes, pets and possessions; difficult relationships with fathers; and a sense of powerlessness, sadness or shame.[[10]](#footnote-11) Other impacts reported in the literature include: trauma, disruption of the attachment relationship with the non-violent parent (usually the mother), developmental or cognitive impacts, conduct disorders and emotional difficulties, mental health issues, and aggression towards peers.[[11]](#footnote-12) However, children are also capable of using a variety of ‘creative and carefully considered’ coping strategies[[12]](#footnote-13) and their strengths should be considered, as well as their vulnerabilities.[[13]](#footnote-14)

Service responses to DFV range from primary prevention to recovery; counselling and support services for children who have experienced DFV fall at the latter end of the continuum.[[14]](#footnote-15) These may include practical and financial assistance to overcome the disadvantages associated with DFV, such as disruptions to housing, employment and social networks, and counselling to address the psychological impacts and to reduce the potential for intergenerational transmission of violence.[[15]](#footnote-16) One recent study recommended a holistic approach to assessment and service provision so that the safety needs of children and young people and their non-violent parent could be considered at the same time.[[16]](#footnote-17) Young people themselves say they need service providers and other adults to take their views seriously and respond appropriately, to manage their safety, to consider their opinions regarding living arrangements, and to provide sustained emotional support.[[17]](#footnote-18)

## The program

The Safe and Well Kids (SAWK) program is an integrated service model to support children and young people who are experiencing DFV. The model is aimed at people aged 0-14 years and operates through a partnership between:

* Women’s Safety Services SA, a non-government organisation that runs programs to support women and their children who are experiencing DFV;
* Relationships Australia SA, a community-based, not-for-profit organisation that provides a variety of services for individuals, families and communities;
* Together4Kids (T4K), a specialist service providing therapeutic support for children of parents accessing homelessness and DFV services;
* Legal Services Commission of SA, which contributes free legal information, advice and education:
* Safer Family Services program, a key element of South Australia’s Child and Family Support System; and
* Department of Human Services, the program funder.

Referrals to SAWK are made through Women’s Safety Services SA. Partners collaborate to provide streamlined assessment, case management, therapeutic wellbeing support and linkage to legal advice and advocacy for children experiencing DFV.

SAWK began in June 2021 with NPA COVID-19 funding and demand for the program is growing over time. In 2023-24, 204 children and 94 adults were clients of the program. Approximately 17% of clients are Aboriginal or Torres Strait Islander families.

## The evaluation

### Purpose and scope

The Department of Human Services (DHS) is seeking an external evaluator to work with the Office for Women (OFW) and stakeholders to co-design an evaluation plan for SAWK, to:

* Establish outcomes of the program
* Build data collection capacity
* Explore recommendations for expansion or improvement.

Genuine and effective consultation with First Nations people will be a critical component of the development of the evaluation plan, due to the overrepresentation of these communities among SAWK clients.

The evaluation project will run for 6 months from 1st March 2025, with a possible 3-month extension to 30th November 2025. It will enable the OFW to report to the Australian Government by 31st December 2025 on the outcomes of the program.

### Evaluation activities and deliverables

The evaluator will be required to identify or develop data collection tools and methods (both qualitative and quantitative) appropriate for SAWK clients, staff and other stakeholders; prepare and submit an application to a suitable Human Research Ethics Committee (HREC) as required; analyse program data and track against service delivery and outcome frameworks; synthesise data from all sources and present findings clearly in a final report. The evaluator will attend regular project update meetings and other meetings with the DHS as needed.

Evaluation deliverables will include:

* A co-design workshop with the Project Management Group, to clarify evaluation objectives, guiding principles and methods;
* An evaluation proposal and timelines;
* Identification of existing and new data sources to provide evidence for the evaluation;
* An interim program report with preliminary findings;
* A sense-making workshop at which stakeholders, including members of the Project Management Group, can discuss preliminary findings;
* A final report including executive summary.

# Methodology

## Stage 1: Evaluation design and planning

The purpose of the scoping and planning stage is to confirm our proposed approach and develop a more detailed plan for delivery. The first step will be an inception meeting with key staff from DHS and OFW to further develop our understanding of the project, refine our approach and discuss preferences for ongoing communications and updates. One of the key points for clarification will be the goals for the evaluation, and this information will shape the scope and focus of the project.

During this stage, we will also need to:

* convene a **Project Management Group**, with assistance from DHS to recruit members and to develop terms of reference
* confirm the scope of available data from service providers and other sources
* develop data collection tools.

Following the inception meeting it would also be helpful to have an online meeting with the participating service providers to introduce the evaluation team, discuss the evaluation process, and address any questions or concerns they may have at the outset of the project. In our experience, working collaboratively with clients and key stakeholders is crucial to ensure evaluations are strategic, respond to identified and emerging needs, risks and opportunities, engage all key players, and deliver findings that are accepted and actionable.

### Document review and scoping interviews

We will undertake a rapid desktop review of key documents, including:

* Any program documentation that may be available from DHS, such as the service model, contracts or memoranda of understanding with participating organisations, and materials used for reference in planning and designing the programs;
* Selected key reference material including evaluation reports and journal articles to understand the conceptual framework, theory and evidence base for SAWK.

Our reading of the literature will be focused on the following question: *What does the evidence say about the characteristics and delivery of an effective program to support children and young people who have experienced DFV?* This will not be written up as a separate literature review but will inform the program theory, evaluation plan, data collection methods and materials, analysis approach, and will help us to contextualise and interpret the findings.

In addition, we will conduct scoping interviews (n=2-4) with key personnel from DHS, OFW, and/or program partners to explore the background to the SAWK program, the rationale for its design, how it is currently delivered, and expected outcomes. We will also seek an understanding of client and partner needs and expectations in relation to the evaluation.

### Initial data review

It will be important to ascertain the type and availability of data from service provider partners on their activities and outputs and accessibility of these to the evaluation team. Ideally, early in the project we will check data collection for completeness and explore the possibility of collecting any additional items necessary (bearing in mind the need to avoid overburdening service providers or clients). This review will also assist our understanding of key evaluation questions we can expect to be able to answer using the program data and identify any patterns of missing data that might be addressed early in the project to maximise completeness and quality.

### Draft program theory and proposed outcomes framework

Following document and data reviewing, we will review the program logic model and draft some key evaluation questions (KEQs). We will also review the outcomes framework. The program theory and outcomes framework will be refined during the co-design workshop; however, it will save time to have a draft as a starting point for discussion.

Our initial thinking is that the Child and Family Support System[[18]](#footnote-19) may provide a foundation around which outcomes (and outcomes-related KEQs) for SAWK could be defined (Table 1). Medium- and long-term outcomes are likely to occur beyond the current project but will be included in the final outcomes framework if they are of interest to DHS for future monitoring and evaluation of SAWK.

Table 1: Potential short-term outcomes for SAWK, mapped to the Child and Family Support System outcomes hierarchy

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| Outcomes hierarchy | SAWK | Possible KEQs\* |
| Children and young people are well cared for in their family environments | Children feel physically and emotionally safe in their home environments | To what extent have there been positive changes in children’s feelings of safety and wellbeing? |
| Improved mental and physical wellbeing for parents and families | Mothers and caregivers report improved safety and emotional wellbeing | To what extent have there been positive changes in mothers’ feelings of safety and wellbeing? |
| Stronger parenting skills and attachments between parents/ caregivers and children | Mothers and caregivers enhance their parenting skills, promoting stronger bonds with children | To what extent have there been positive changes in parenting skills and confidence? |
| Families have secure, stable and affordable housing and financial security | Families are linked with appropriate housing and financial support to stabilise their living arrangements | To what extent do children and mothers report improved housing stability and financial security? |

*Note.* \* Additional KEQs will be needed around other key elements of the program (for example, the legal advice and advocacy services).

We would also suggest that the evaluation plan includes a **process evaluation** component to examine program delivery, specifically the implementation of intake and assessment protocols, case management and therapeutic supports, and clients’ experiences of the program. Process evaluation of SAWK (Section 2.2.2) will provide useful context for interpreting outcomes data and be a valuable source of insights for continuous improvement.

### Co-design workshop

We will take the draft program theory materials to a co-design workshop with the Project Management Group. This would be a face-to-face workshop of 3-4 hours. During the workshop we will collaborate with stakeholders to develop the program theory, agree on the essential aspects of program activities and expected outputs and outcomes, and develop a shared understanding of evaluation objectives and guiding principles. After this discussion, the ARTD team will implement the feedback, and revise and finalise the logic model and key evaluation questions for inclusion in the project plan, along with principles and methods.

### Project plan

The project plan will be the deliverable for Stage 1. This document will be informed by meetings with the client, review of documents and available data sources, and scoping interviews. If the program logic workshop option is chosen, this will enable key stakeholders to contribute to the development of program theory and key evaluation questions; otherwise, we will base these on discussions with the client and a review of relevant models and conceptual frameworks for social prescribing. The project plan will outline data collection methods, stakeholder engagement, delivery timeframes, how data will be synthesised to answer the key evaluation questions, risk management, governance and reporting.

We will incorporate one round of feedback from the client and the Project Management Committee on the draft evaluation plan. Once we have integrated feedback, we will produce draft data collection instruments.

### Ethics approval

ARTD staff are committed to the ethical principles of respect, merit and integrity, justice and beneficence, and adhere to ethical practices around consent, privacy and confidentiality, and minimising risk of harm. Any risks that may be associated with data collection, analysis and reporting must be minimised where possible and justified by potential benefits of the project.

National research ethics guidelines indicate that decisions about whether ethical review is required depend on participant vulnerability and risk of harm to participants. ‘Low risk’ research is defined as research ‘in which the only foreseeable risk is no greater than discomfort’.[[19]](#footnote-20) In addition, the guidelines specify ethical conditions pertaining to populations considered more vulnerable or at greater risk than others. These include:

* Clients of health service providers, because of the dependency in the relationship
* Children and young people
* People with mental illness, who may be more than usually prone to ‘various forms of discomfort and stress’[[20]](#footnote-21)

Because SAWK is targeted to children and young people who have experienced DFV we feel the clients of the programs are likely to meet the definition of vulnerable[[21]](#footnote-22) and therefore the need for formal review by a HREC is triggered.

We will prepare an application to a private ethics committee (Bellberry) and submit this as early as possible after the evaluation plan has been finalised and accepted by DHS. This will cover the use of program data and any primary data collection from clients, such as interviews or surveys. It will need to consider the following issues:

* The merit and integrity of the proposed project, ensuring that any risks are justifiable by potential benefits, methods are appropriate, the study builds on current knowledge, and appropriate skills, expertise and resources are available
* Participation is voluntary and informed consent processes are in place
* Program data and interview data are securely stored to protect privacy and confidentiality
* Distress protocols are available in case participants become upset during data collection.

We are confident that we can address all these issues to the committee’s satisfaction. Please see Chapter 6 for the contingency required to cover application costs.

## Stage 2: Data collection and analysis

We propose a **mixed methods approach** to data collection, incorporating qualitative data from interviews along with quantitative data from a survey of service providers and analysis of program data collected by commissioned organisations as part of their contract requirements. The key features of a mixed methods study are:

* **Triangulation** – to corroborate findings across different data sources
* **Complementarity** – to clarify and help interpret results from one method with the results from another
* **Development** – to utilise results from one method to inform the other method, such as helping to develop data collection materials that address important issues

We bring expertise in mixed-method data collection, including quantitative methods such as administrative data analysis, survey design and administration, and qualitative methods such as interviewing, group facilitation and desktop research. We select and tailor our methods to suit the purpose of the project and the stakeholder groups. Our team are specialists in data analysis techniques, from coding and thematic analysis of qualitative data and advanced statistical analysis of quantitative data. We are highly skilled at synthesising mixed methods data from multiple channels to draw conclusions and provide balanced, strategic and feasible recommendations (or options for consideration, if preferred).

### Analysis of program data

Evaluation indicators available from routinely collected program data may include:

* Number of clients using the programs
* Reach of the programs to the target groups in terms of age, sex and geographic spread
* Needs of clients assessed through the interaction with service providers
* Types of services provided with SAWK
* External services and supports to which clients are referred, and the reasons for these recommendations
* Rates of uptake of services and supports
* Scores on any available standardised measures of key outcomes (psychological, emotional, relationship functioning) before and after involvement with SAWK

Stephanie Quail, one of ARTD’s most experienced quantitative data analysts, will lead the analysis of the SAWK program data. **Ethics approval to use the data for a secondary purpose (the evaluation) will be needed** and the datasets deidentified before they are provided to ARTD. Stephanie will negotiate with data custodians and service providers to understand data assets and limitations, to facilitate secure transfer and storage, and ensure that the datasets are of high quality and can be accurately analysed and interpreted.

### Interviews with service providers and other stakeholders

Most of our evaluations include a process component that explores program delivery within its context and sheds light on how implementation contributes to achieving program objectives. By collecting administrative, governance, program supports and infrastructure data we gain valuable context for interpreting our findings on program outcomes. This information can also serve to highlight promising areas for improvement.

**Process evaluation** requires consultation with those responsible for delivering the program. In this case, we would seek to interview key representatives from the three partner organisations (Women’s Safety Services SA, Relationships Australia SA, and Legal Services Commission of SA) to understand how they conceptualise and deliver the program, the challenges and enablers for implementation, and what outcomes they would anticipate. We would also seek to understand the program’s interactions with Safer Family Services.

Engaging administrators and allied health professionals will be challenging as they are time poor. Members of the nominated project team have considerable experience in conducting evaluations in healthcare and human services settings, including interviews and focus groups with service providers, administrators, and managers. We have often found that these professionals appreciate the opportunity to step back and reflect on the models of care and systems in which they operate and consider what works well and what could be improved.

To maximise engagement, we will:

* + Design data collection materials to minimise burden;
  + Run interviews and focus groups at times convenient for participants;
  + Recommend that DHS sends an introductory email;
  + Utilise smart technology where appropriate (e.g., enabling stakeholders to complete a survey on their phones, in a mobile-friendly format).

We will adopt a purposive sampling strategy, focusing on stakeholders with greatest knowledge of the program. We will work with you to identify them. We will conduct semi-structured interviews, individually or in small groups, with:

* + Key staff of the three partner organisations (6-9 interviews);
  + Members of the Project Management Committee (3-5 interviews);
  + Other relevant stakeholders, such as child protection services staff members with knowledge of how SAWK interacts with these services.

### Interviews with older children, adolescents and mothers

Research involving children and adolescents raises specific ethical concerns around their capacity to understand the evaluation, assent and consent, and conflicting interests of parents and children. There is a tension between ensuring that younger people are not placed at unnecessary risk while recognising their right to participate.[[22]](#footnote-23) Children and young people are experts in their own lives[[23]](#footnote-24) and there are developmental benefits for them in taking part in evaluation, once ethical considerations have been carefully navigated.[[24]](#footnote-25) Our processes to enable participation by children and young people are underpinned by these ethical considerations. In addition, the young clients of SAWK have experienced trauma. It is paramount that we engage sensitively and appropriately, taking their needs into account.

Despite the challenges, we believe that collecting qualitative data directly from program participants will be valuable to obtain a full picture of any effects the program may have had on desired outcomes, document unintended consequences, and provide an opportunity for them to have their say on services they use, to inform possible improvements.

We will seek to interview **school-aged children** from age 9 up to the age of 15, with their mother (or another supportive adult) present. We will also seek to interview **mothers** whose children or teenagers have received SAWK services. We will offer choices about how to interact. Depending on logistics and participant preferences, interviews may be conducted face-to-face (e.g., at the service provider premises, if several interviews can be arranged to occur consecutively over a period of two days) or via Teams/Zoom or phone. Email or chat exchanges can also be arranged if preferred.

**Formal approval from an appropriate HREC will be required for the interviews.** We would suggest applying to Bellberry regarding the interviews, with a second application to the Aboriginal Health Research Ethics Committee to cover any interviews with Aboriginal families (and the consultations with First Nations group, described below). We have allowed staff time to prepare the applications. The timeline assumes that approval processes will take up to three months. We have included a contingency in the expenses to cover the application fee to Bellberry and for the applications to be reviewed by an experienced Aboriginal health researcher for cultural appropriateness prior to submission. Data collection from SAWK clients will not begin until this approval has been granted.

We will recruit the participants via the service providers to protect privacy of contact details. Informed consent to be contacted will be requested using a straightforward, easy-read participant information sheet. Patricia Rose, a former teacher, will conduct the interviews with children and young people, with assistance from Natalie Martino, Leah Carroll, and an Aboriginal co-researcher to be recruited within SA for this project (see following section). They will be semi-structured discussions following an interview guide.

To reduce the risk of creating any distress for participants we will take care to avoid personal issues and instead focus the conversation on the following topics:

* expectations and initial impressions of SAWK
* experiences of the program over time
* self-reported outcomes
* overall views of SAWK and ideas for improvement.

### Consultation with First Nations communities

The overarching goal of stakeholder consultation will be to capture a wide range of views on the effectiveness of SAWK and empower service users to suggest possible improvements. To achieve this, we will implement inclusive and culturally safe practices such as:

* Ensuring all focus groups and interviews with Aboriginal stakeholders are co-facilitated by an Aboriginal woman;
* Engaging an Aboriginal co-researcher, to be mentored by Dr Sue Bertossa, to co-design the consultation process:
* Working with the Aboriginal co-researcher to develop the questions and prompts for the focus groups and interviews;
* Consulting with a small advisory group of Aboriginal DFV workers to check the focus group and interview guides and proposed methods to ensure they have appropriate cultural oversight;
* Ensuring that a distress protocol is in place which directs people to other family members for support or to culturally appropriate professional supports;
* Seeking ethics approval for this component of the project from the Aboriginal Health Research Ethics Committee.

This process will be communicated to participants in the consultation to assure them that the project has cultural oversight.

The consultations will be led by Sue Bertossa and Kate Fairweather, with expert advice from ARTD Senior Manager Paula Shaw. Paula, who is based in Brisbane, has extensive experience in working with Aboriginal co-researchers and consulting with First Nations groups in different states and territories (please see Section 3.2.4 for details). We have budgeted for Paula to fly to Adelaide for two days for face-to-face meetings with local Aboriginal community groups and stakeholders (along with Sue Bertossa, Kate Fairweather and the Aboriginal co-researcher). The budget includes payment of the Aboriginal co-researcher and reimbursement for advisory group members.

## Stage 3: Interim (progress) reporting

An interim report is required within 3 months of project commencement. Given the need for ethics approval prior to client data collection, and the time required for consultations with First Nations groups to occur, the report will focus on project progress, with reporting of preliminary findings from stakeholder interviews and program data.

## Stage 4: Synthesis and final reporting

The purpose of this stage is to synthesise the evidence from all data sources to answer the KEQs and explore recommendations for program expansion or improvement.

Once we have synthesised the evidence, we will present the key findings to DHS/OFW and the Project Management Group. The **sensemaking workshop** will give us the opportunity to discuss interpretation of findings and their implications before delivering the draft written report. This process facilitates a shared understanding of the findings and the identification of strategic implications.

The last stage is a final report, incorporating up to two rounds of feedback. This process ensures we provide credible reports, with findings that are grounded in the evidence and accepted by key stakeholders, and recommendations that are viable and strategic.

We use plain English and effective data visualisation to communicate findings clearly. We will structure the report logically to highlight important findings and answer KEQs. A basic structure would include:

* Executive summary
* Introduction (policy context, program description)
* Methods (purpose and scope of the evaluation, data collection and analysis)
* Findings chapters by key evaluation questions or key program components
* Conclusions and recommendations
* Technical appendices.

## Timetable and deliverables

We have outlined an indicative timetable for the project below. This is based on an assumed start date of Monday, 3 March 2025. If this date changes, we will discuss implications for the project delivery schedule. The timelines below assume that the optional 3-month extension is available; we believe it will be necessary due to the time required for ethics approval.

Table 2: Project timelines

|  |  |  |
| --- | --- | --- |
| Tasks | Deliverables | Date completed by |
| Inception meeting | n/a | 14 March 2025 |
| Co-design workshop, scoping interviews, desktop research | Evaluation and project plan | 14 April 2025 (or one month after project start date) |
| Review of data sources, design of data collection | Data collection materials and analysis plan | 30 April 2025 |
| Project protocol, submit application to a suitable HREC | Ethics approval | Submit by 30 April 2025 |
| Initial program data analysis, consultations with service providers and stakeholders | Interim report | 14 June 2025 |
| Complete program data analysis, conduct consultations with clients | Sense-making workshop | 14 October 2025\* |
| Synthesis of data across all sources, writing report | Draft final report | 30 November 2025 |

*Note.* \*This timing assumes that data collection from clients can begin in August, allowing three months for ethics approval. We would then need time to arrange and conduct interviews and analyse the qualitative data.

# Capability and capacity

In this section, we describe our capability and capacity to deliver the required evaluation services successfully. This is evidenced by our considerable experience in delivering similar services over many years (see Section 4 for summaries of previous projects). We have put together a team with the required experience and technical skills (capability) and the necessary time and organisational support (capacity) to meet your needs.

## Capability

The appointed evaluator will require skills and experience in:

* Co-design of an evaluation plan including facilitating a workshop to clarify the objectives, guiding principles and methods of the evaluation;
* Identifying data sources and linking these with indicators so that the project addresses key evaluation questions;
* Developing and administering data collection tools, including those for use with SAWK clients (i.e., children and young people experiencing DFV, and non-violent parents);
* Preparing and managing an ethics application to a suitable HREC;
* Data analysis and tracking of outcomes against service delivery and outcomes frameworks;
* Collaborating with the client and Project Management Group throughout the evaluation, including a presentation and sense-making workshop to interpret findings and place them in context;
* Clear, concise and comprehensive reporting of findings, bringing together all the available information to develop sound, credible conclusions, acknowledge limitations, and provide strategic recommendations.

ARTD is well placed to deliver these services. We bring expertise in mixed-methods evaluation, including administrative data analysis, interviewing, group facilitation, literature review and desktop research. Our team are specialists in data techniques including coding and thematic analysis of qualitative data and advanced statistical analysis of quantitative data. We are skilled at synthesising data from multiple channels to draw conclusions and provide balanced and feasible recommendations.

**Co-design.** It is important that frameworks are developed in close collaboration with key stakeholders because meaningful evaluation and the ongoing use of data for monitoring depends on the cooperation of managers, staff and clients A collaborative development approach will help to ensure the evaluation plan is feasible to implement, balances the burden and benefits of data collection, and meets the information needs of key stakeholders. Through the co-design process, the activities required to undertake evaluation will be identified and scoped, with emphasis given to the resources and skills required to implement these activities within the required timeframes.

**Workshop facilitation.** From small staff workshops to large public forums, our staff are skilled in the art of facilitation. Generally, we take an inclusive and participatory approach to facilitation, developing relevant and accessible content and designing engaging, interactive activities. As external to your organisation, we are able to bring a fresh perspective, manage complex group dynamics, facilitate group decision-making, and build shared understandings and goals. This can range from developing program logics and theories of change with program staff to conducting stakeholder consultation, visioning, strategic planning and problem-solving. As facilitators, we aim to empower participants and enable useful dialogue and information sharing.

**Developing evaluation frameworks and plans.** ARTD has specialist knowledge and skills in designing evaluation frameworks and strategies for government and non-government programs at the state and national level. We always work collaboratively with clients to design strategies that suit the nature of the program and its implementation context and that are grounded in evidence of best practice. We bring a comprehensive and real-world knowledge of evaluation, as well as a technical understanding of what is required to establish measures against which identified outcomes can be assessed.

**Handling ethics processes.** Many of the evaluations we do require formal ethics approval because they involve working with vulnerable clients. We have a clear understanding of the process for gaining ethics approval and have successfully gained approval for all projects where this was required. We are fully aware of ethical issues, such as maintaining confidentiality, and communicating sensitively and in a culturally appropriate manner. ARTD has detailed policies and procedures in place to make sure that projects are delivered in line with standard conditions for ethics approval.

**Collaborative sense-making.** Sense-making workshops are a standard part of our practice. Synthesising qualitative and quantitative data to identify key findings and making evidence-based recommendations is our core business. In the final stage of the project, we synthesise the data collected from all sources and then present the key findings to the client (and key stakeholders, if required) to discuss interpretation of findings and their implications before delivering the draft written report.

**Clear and concise reporting.** ARTD is committed to delivering reports that are strategic, clear and concise and that provide our clients with the evidence they need for decision-making. Our reports are layered, providing consecutively more detailed information to meet different stakeholder needs. Executive summaries provide key information to high-level policy stakeholders, the body of the report has more detail that is useful for program managers, and technical appendices provide full information about methods and results. If required, we can provide summary and brochure versions or PowerPoint presentations, to communicate findings to wider audiences.

## Capacity

With 40 staff across four states, and drawing on a pool of highly skilled associates, we have a depth of skills and experience that enables us to guarantee delivery within the timeframe.

The allocated project manager will be responsible for coordinating work schedules and ensuring on-time delivery. ARTD Directors will take responsibility for ensuring the project has the required management support, facilities and resources to fully meet your needs. We have a sophisticated internal project management system that enables us to monitor and adjust staff workloads in advance so we know that our proposed team has the capacity to deliver this work plan and can make sure that they continue to do so throughout the project.

The contribution and experience of each team member is outlined below. With your agreement, the team will be able to draw on the expertise and capacity of other ARTD staff if required – a full list of staff and their CVs is provided on our website [www.artd.com.au](http://www.artd.com.au).

We often work with expert associates, advisors and lived experience researchers and have effective systems and processes for ensuring smooth communication and collaboration.

### Senior team

**Rebecca Wilkinson, Director**

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Description automatically generated*Role:*  Project oversight and quality assurance

*Experience:* Rebecca is passionate about generating evidence and insights to inform good decision-making. She is a highly experienced leader of evaluation teams in consulting firms and within the NSW Public Service. Her work spans diverse policy areas including education and employment, health, mental health, disability, community services, transport and road safety. She has expertise in a range of evaluation approaches, as well as coaching and mentoring to build evaluation capability.

Rebecca has also worked in senior government roles in policy, strategy and risk management, and as commissioner of evaluations. This gives her additional insight to the decision-making challenges facing policy makers and administrators, as well as their information needs. She works collaboratively with clients to create evaluation products that are valued and used.

*Qualifications:* Master of Policy Studies, University of NSW; Bachelor of Advanced Science (Hon I), Pure Mathematics (Adv), Psychology.

**Kate Williams, Manager**

*Role:* Project management and leadership, evaluation planning, stakeholder consultation, leading qualitative data collection and analysis, reporting

*Experience:* Kate is an award-winning evaluator with 20 years’ experience in projects for government and the non-government sector. Much of her work has focused on generating evidence for improvement in health services design and delivery, including the evaluation of models of care, major strategies in health and mental health, large and small grants programs, health workforce initiatives, and the measurement of health outcomes and patient experiences. Her clients have included the National Mental Health Commission, the NSW Ministry of Health, the Australian Government Department of Health and Aged Care, Lifeline Australia, the Australian Commission on Safety and Quality in Health Care, Mission Australia, Paul Ramsay Foundation, eSafety Commissioner, various Primary Health Networks, and many other agencies and organisations. Prior to joining ARTD in early 2023, Kate led the evaluation of a major NSW mental health reform project, the *Pathways to Community Living Initiative.* Kate and her team at the Australian Health Services Research Institute at the University of Wollongong won the 2022 Australian Evaluation Society Award for Enhancing the Social Good for that project.

Kate has considerable experience in project management. She is skilled in both qualitative and quantitative data collection and analysis and integrating findings from various sources in mixed methods evaluation. Her expertise in evidence synthesis and translation to practice has been demonstrated through numerous commissioned literature reviews. Kate has strong interests in research ethics, developmental, systems and realist evaluation approaches, and implementation science.

*Qualifications:* PhD, Psychology (University of Wollongong, 2015); Bachelor of Arts, Psychology (Hons, 1st class, Flinders University, 1999 – University Medal); Bachelor of Arts, Journalism (South Australian College of Advanced Education, 1987).

**Stephanie Quail, Manager**

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Description automatically generated*Role:* Leading the quantitative data collection and analysis

*Experience:* Stephanie joined ARTD in 2018 bringing experience in research methods and quantitative analysis from her PhD research to evaluations across a range of policy areas. Stephanie analyses administrative datasets to assess outcomes. She has experience with data cleaning, performing complex manipulations and using statistical analyses. Stephanie uses a range of data visualisation techniques to clearly communicate these findings to target audiences. She has experience in quantitative analysis across a range of policy areas.

Stephanie has recently managed a range of evaluations in the housing and homelessness sector, including evaluating the Sustaining Tenancies in Social Housing and Tenancy Management pilot, the expansion of the Sustaining Tenancies in Social Housing pilot, and the Assertive Outreach pilot for the Department of Communities and Housing, and the Community Restorative Centre’s Reintegration Housing Support Program.

Stephanie uses a variety of analytics and visualisations tools including SPSS, Tableau, R and Excel for ARTD’s reporting.

*Qualifications:* Doctor of Philosophy (Psychology) (University of Sydney, 2018); Bachelor of Psychology (Hons I) (University of Sydney, 2012)

### ARTD team

The following ARTD staff will support our senior team in stakeholder engagement, consultation, data collection, analysis, and reporting.

**Dr Patricia Rose, Senior Consultant**

**A person wearing glasses and smiling

Description automatically generated*Role:***Evaluation design, stakeholder consultation, data analysis

***Experience:***Patriciarecentlyjoined ARTD with 30 years’ experience as a primary teacher, instructional leader and assistant principal. Patricia completed her PhD in Education, investigating children's power and agency in schools through participatory action research. Her experience of tutoring a research and pedagogy subject at Masters level at the University of Western Sydney, using the text *Exemplary Teachers of Students in Poverty*, heightened her awareness of the importance of cultural sensitivity and inclusivity in early childhood and primary education. Formerly, Patricia worked as an instructional leader and assistant principal across the Catholic and State education systems. She developed best practice programs and inspired diverse teachers, leaders and teams to implement evidence-informed strategies and deliver impactful education. Patricia's ability to build the capacity of teachers and leaders based on thorough research through coaching, modelling and clear communication, ensured changes in teaching pedagogy were easily adopted.

More recently, Patricia was an evaluation team leader in the Centre for Education Statistics and Evaluation (CESE), NSW Department of Education. Under her guidance, evaluation teams modified evaluation processes, particularly data management, to position Aboriginal participants as knowers rather than subjects and to integrate key principles from CESE's culturally responsive evaluation framework. Patricia’s leadership ensured strong engagement and collaboration with diverse stakeholders.

Patricia volunteered at St Vincent de Paul food van and at Lifeline South Coast. These experiences fuelled her passion for supporting people facing adverse challenges such as domestic violence. She is committed to working collaboratively with organisations to improve outcomes for communities by designing and implementing high-quality evaluations. She values a climate of cooperation, kindness, respect and excellence.

***Qualifications:***Doctor of Philosophy (Education), University of Wollongong, 2011; Bachelor of Education Primary with Honours (1st class), University of Wollongong, 1990.

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Description automatically generated with medium confidence**Natalie Martino, Senior Consultant**

***Role:*** Data collection, data analysis, report writing

***Experience:*** Natalie joined ARTD after completing her studies in Social Science and Law at Macquarie University. Natalie is admitted as a lawyer of the Supreme Court of NSW. She is passionate about using tangible data and insight to drive decision-making and ultimately address social disadvantage. Natalie manages and provides support for projects across various sectors including criminal justice, youth services, health and disability.

Natalie has experience working in the domestic violence sector, currently managing a project for the NSW DCJ Office of Women’s Safety Commissioner to evaluate a capability building program for social responders to domestic, family and sexual violence. She is also involved in an evaluation of 1800RESPECT, interviewing service providers and service users. Natalie recently project managed a review of NSW DCJ’s Domestic Violence Perpetrator Case Management Trial. This Review evaluated the effectiveness of case management in supporting perpetrators’ engagement with Men’s Behaviour Change Programs. She provided insights for NSW DCJ into the appropriate cohort and model design, successful implementation and learnings to apply to future programs.

Natalie has strong stakeholder engagement and qualitative analysis skills. She has experience working with young people, through her involvement in an evaluation of The Salvation Army’s Leaner Driver Mentor Program for disadvantaged youth, as well as conducting face-to-face focus groups with primary and secondary school students for an evaluation of the COVID Intensive Learning Support Program. Natalie has experience navigating sensitive topics and tailoring her interviewing to different demographics, including people with disability, people from CALD backgrounds, and older people. For example, she recently interviewed older people participating in intergenerational programs funded by the Nepean Blue Mountains PHN, and conducted interviews and workshops with people with disability, their carers, and disability service providers when developing the Hornsby Shire Council and City of Ryde Council Disability Inclusion Action Plans.

***Qualifications:***Lawyer of the Supreme Court of NSW; Graduate Diploma of Legal Practice (The College of Law) 2020; Bachelor of Social Science and a Bachelor of Laws (Honours) (Macquarie University) 2019.

A person with long curly hair

Description automatically generated**Leah Carroll, Consultant**

***Role:*** Data collection, data analysis, report writing

***Experience***: Leah joined ARTD after working as a marketing executive in the international aid and development sector. There, she managed fundraising and advocacy in high schools and led the analysis of fundraising campaigns. Leah has experience across the evaluation lifecycle, including developing project plans, obtaining ethics approvals, collecting and analysing qualitative and quantitative data, and reporting.

At ARTD, Leah has contributed to projects across various sectors. In the youth and education sector, she co-managed the evaluation of the implementation of the NSW Curriculum Reform on behalf of the Department of Education. In this role, she conducted and analysed in-depth interviews with school leaders and teachers. She also co-led the reporting process, systematically documenting schools’ experiences with the new curriculum. She is also currently co-managing the Growing Careers Pathway implementation review for The Smith Family, supporting engagement with national stakeholders through interviews and workshops. This process is capturing insights to inform recommendations to strengthen the organisation’s planning, funding, and governance of similar programs in the future.

Leah has also supported several projects in the domestic and family violence sector. She is currently participating in the evaluation of 1800RESPECT and the Domestic, Family, and Sexual Violence Capability Building for Social Responders Project for the for the NSW DCJ Office of Women’s Safety Commissioner. She has also provided project support as a CSNSW DV Remand program as a proofreader.

Leah is deeply committed to meaningful engagement with First Nations communities. She has completed ARTD’s cultural competency training and has worked closely with Aboriginal Associates to support qualitative data collection and culturally sensitive synthesis and reporting. Leah played a key role in evaluating the Indigenous Girls STEM Academy by supporting the collection and analysis of data from interviews and leading the quantitative analysis of administrative data. This evaluation examined the program’s design, execution, and early outcomes and provided recommendations to strengthen implementation.

***Qualifications*:** Master of Evaluation, University of Melbourne (ongoing, 2026 expected). Graduate Diploma in Political Economy, University of Sydney (2024); Bachelor of International Studies with First Class Honours, University of Wollongong (2020)

### ARTD associates

Two SA-based associates will strengthen the team’s local knowledge and capacity for stakeholder consultation with Aboriginal and Culturally and Linguistically Diverse groups.

***A person smiling at the camera

Description automatically generated*Dr Kate Fairweather, ARTD Associate**

***Role:*** Evaluation design, stakeholder consultation

***Experience:*** Kate’s 20-year career trajectory has encompassed diverse and complex roles in the health and university sector, chiefly in the wellbeing and mental health domain. She is a Senior Lecturer (part-time) at Flinders University, where she teaches evaluation methods to Master of Public Health students. She also conducts research in areas of critical health need to spotlight wellbeing in ‘invisible’ communities, destigmatise health conditions, and reinforce every person’s right to health.

Initially, her approach predominantly focused on epidemiological methodology, where her findings have led to significant advances in knowledge especially in the psychological wellbeing and mental illness fields. Her recent projects have progressively concentrated on evaluation and knowledge translation of therapeutic behavioural interventions, employing methods such as randomised control trials, twin designs, observational or mixed method designs involving vulnerable or clinical populations.

Kate has been recognised for their excellence in health research, in particular domains underpinned by social determinants including mental health and ableism, suicidality, substance use/addiction, eating disorders, gambling, trauma-linked, and neurodiversity-related conditions and contexts.

Kate’s skillset encompasses a broad array of methodologies critical for conducting such investigations, primarily including quantitative (some qualitative) approaches to examine and assess preventive or intervention-focused programs, within general, clinical, or vulnerable populations (e.g., First Nation Peoples, people with disability including those with severe mental illness and communication disability).

***Qualifications:*** PhD, Psychology (The Australian National University, 2008); Bachelor of Science, (Psychology Hons, 1st class, The Australian National University, 2003).

**Dr Sue Bertossa, ARTD Associate**

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Description automatically generatedRole:*** Evaluation design, stakeholder consultation, mentoring and capacity building

***Experience:*** Sue Bertossa is the Centre Lead for the Flinders Wellbeing Centre in the Discipline of Behavioural Health, College of Medicine, Flinders University, leading a multidisciplinary team to pilot culturally informed health interventions to promote healing and enhance the social and emotional wellbeing of Aboriginal and Culturally Linguistically Diverse groups. Under her leadership, Aboriginal dedicated positions have been created, to support active participation of Aboriginal people in research, service design and evaluation.

Sue's research projects include an exploration of a shared heath care model supporting Aboriginal people transitioning from prison to community, the evaluation of a supported alcohol provision residential program for Aboriginal people from remote communities, the development and piloting of health intervention to address problem gambling among Aboriginal people in a regional community, the cultural and language translation of the a universally available alcohol and drug screening tool for use with Pitjantjatjara/ Yankunytjatjara speakers, the piloting an evaluation of culturally adapted Cognitive Behaviour Therapy program for Aboriginal people with highly complex needs, and the development and evaluation of social prescription methods to address issues of estrangement, disconnection and isolation  for Aboriginal people. The success of these projects is evidence of Sue's ability to negotiate respectful pathways with a broad range of Aboriginal people and communities.

Sue's capacity to conduct research in a cross-cultural context is evident in her role as chief developer of the Australian Indigenous Problem Gambling Index, the sole tool derived for use with Aboriginal people in the gambling context, and in her recent completion of her PhD studies where she conducted a phenomenological exploration of gambling among the Vietnamese Australian population.

***Qualifications:*** PhD, Philosophy (Flinders University, to be conferred 2025); Master of Social Work (Flinders University, 2012); Master of Mental Health Science (Flinders University, 2010); Bachelor of Social Welfare (Monash University, 2006); Bachelor of Arts, Psychology (Monash University, 2006)

### Expert advisors

The team is further strengthened by the availability of expert advisors with deep knowledge and experience of evaluation and research in the field of DFV.

**Paula Shaw, Senior Manager**

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Description automatically generated*Role:* Advisor on DFV program evaluation, stakeholder consultation and trauma-informed evaluation methods

*Experience*: Paula is an experienced evaluator and social researcher, bringing strong skills in qualitative and quantitative data collection and analysis, project management and report writing. Paula has led and co-led a wide range of evaluation projects, primarily focussing on programs for women in contact with the criminal justice system.

Paula’s experience and knowledge of the FDSV sector includes her recent work on the consultations for the development of an FDV Prototype data collection being conducted by the Australian Institute of Health and Welfare which have included consulting with jurisdictional FDSV policy representatives, as well as sector peak and advocacy bodies to support AIHW to better understand the potential benefits and challenges of implementing a national data collection for crisis FDV services. Paula also had a key role in delivering the evaluation of the Southport Specialist Domestic Violence Court (Qld DJAG, 2022). Paula’s work evaluating services for women in contact with the criminal justice system for various agencies in the Queensland government has always included intersections with FDSV sector work given the very high proportion of incarcerated women who have been victims of FDSV. One of these programs was a specialist sexual violence counselling service for incarcerated women. Paula also has experience evaluating Men’s Behaviour Change Programs.

Prior to her work for ARTD, Paula worked for the Queensland Office for Women in a policy role which included developing Queensland’s reporting responses against the *National Plan to End Violence against Women and their Children*. She has also worked as an independent assessor for White Ribbon Australia’s workplace accreditation program.

*Qualifications:* Master of Education (Hons), Queensland University of Technology, 2019, Bachelor of Education (Aboriginal and Torres Strait Islander Studies), University of Queensland, 2002, Certificate in English Language Teaching to Adults, International House, Sydney, 1999 Bachelor of Arts (Anthropology), University of Queensland, 1997

### Backup team

We have an allocated back-up for key team members should any unforeseen circumstances arise or should we need to draw on extra capacity to deliver the project because of changes to scope or timing. Any use of the back-up team would be agreed with the clients.

Table 3: Backup team members for key project staff

|  |  |  |  |
| --- | --- | --- | --- |
| Nominated team member | Position | Backup team member | Position |
| Rebecca Wilkinson | Director | Gerard Atkinson | Director |
| Kate Williams | Manager | Stephanie Quail | Manager |
| Natalie Martino | Senior Consultant | Sally Evans | Senior Consultant |
| Patricia Rose | Senior Consultant | Emily Habgood | Senior Consultant |
| Leah Carroll | Consultant | Sophie Henness | Analyst |

# Relevant experience and past performance

ARTD is a medium-sized, Australian employee-owned public advisory firm with staff in Sydney, Brisbane, Melbourne, Adelaide and regional areas. We work only for government and non-government organisations. We stringently review all new opportunities to ensure we are avoiding any potential conflicts of interest.

When you work with ARTD, you are tapping into this depth of expertise in the Australian public policy context and can draw confidence from our stable core staff and underpinning business systems. You also tap into the collective wisdom of our senior leadership team, and staff at all levels. Reflecting our desire to make a positive change, we have also developed a network of paid lived experience associates who work with us to co-design and co-deliver our projects.

We attract staff with a vision for a more thoughtful world. They care deeply about the work they do, and the impact it can have on our clients and on the broader community. We listen deeply, and tailor our approach to suit the context.

Our culture is collective. We are focussed on working together with our clients and building capacity. We take regular opportunities to learn from each other, such as through our weekly lunchtime learning session. Our curiosity and passion for evaluation, means we make the commitment to all our clients to share our evaluation knowledge and expertise, and to learn from you.

We are an approved and active member of 25 different research and evaluation procurement panels and have won the following awards:

* Australian Evaluation Society (AES) Enhancing the Social Good Award for Excellence in Evaluation (2021) for our work with Kinchela Boys Home Aboriginal Corporation on their Practice Framework for working with Stolen Generation survivors
* AES Indigenous Evaluation Award for Excellence (2019) for our work with Abcare and Tirkandi Inaburra under Their Futures Matter’s Aboriginal Evidence Building Partnership pilot (read more)
* AES Emerging New Talent Award (2017) awarded to an ARTD Senior Consultant (read more)
* Best Public Sector Evaluation Award (2014) for our Evaluation of Australian Volunteers for International Development with the Department of Foreign Affairs and Trade
* Best Evaluation Policy and Systems Award (2010) for our work with the NSW Department of Human Services.

## Our experience with conducting evaluations of a similar scope, scale and complexity

We bring to this project comprehensive and real-world knowledge about the practicalities of designing and delivering evaluations in the domestic and family violence sector for victim survivors including children.

Our work, across a range of jurisdictions spans the many agencies that intersect with those who experience domestic and family violence and their children, including the civil and criminal courts, the Federal Family Circuit Court of Australia, the child protection system, mental health and associated human services supports, housing and homelessness supports.

Some examples of recent work relevant to this work are outlined below.

### Domestic, sexual and family violence

We have a depth of experience in the family and domestic violence sector, which is built from a range of projects covering both victim survivor safety and perpetrator accountability. This is demonstrated through our evaluation of [Safer Pathways](https://www.women.nsw.gov.au/download?file=650328), the [Southport Domestic and Family Violence Court Justice Response](https://www.courts.qld.gov.au/courts/domestic-and-family-violence-court), which has recently [been used by the Queensland Government](https://statements.qld.gov.au/statements/95427) as evidence to expand its specialist court investment.

Our work in this space spans the many jurisdictions and sectors involved in domestic and family violence. This includes primary prevention efforts, the civil and criminal courts, the Federal Family Circuit Court of Australia, the child protection system and associated human services supports, including legal supports, housing and homelessness, alcohol and drug supports as well as services for women in prisons. Many of the projects we have done in this sector are in the interagency context, giving us a real appreciation of the constraints and enablers of collaboration and information sharing. This knowledge is augmented by our high-level consultation skills, which we use to engage a wide range of stakeholders. We also bring substantial experience in designing and implementing performance and monitoring data collection systems.

Our other relevant recent work involving consultation in the specialist family, domestic and sexual violence sector includes:

* **Independent evaluation of 1800RESPECT** (Department of Social Services, current)
* **Evaluation of Family Advocacy and Support Services** (Attorney-General’s Department, current)
* **Consultation on the development of a prototype for a National FDV data collection** (Australian Institute for Health and Welfare, current)
* **Evaluation of the Targeted Early Intervention Program for Boys and Young Men** (Office for Family Violence Prevention Victoria, current)
* **Evaluation of the Family Violence Disability Practice Leader initiative**: (Family Safety Victoria, current)
* **Evaluation of Domestic Violence Remand Program** (Corrective Services NSW, current)
* **Evaluation of the Domestic Violence Perpetrator Case Management Trial** (NSW Department of Communities and Justice, current)
* **Evaluation of the LGBTIQ+ Family Violence initiatives** (Family Safety Victoria, current)
* **Evaluation of Health Justice Partnerships** (Office of the Coordinator-General for Family Safety, ACT Government, 2023)
* **Evaluation of the Co-location Pilot** (Attorney-General’s Department, 2022)
* **Evaluation of the Risk Assessment and Management Panels** (Family Safety Victoria, 2022)
* **Evaluation the Southport Specialist Domestic and Family Violence Court Justice Response** (Queensland Department of Justice and Attorney-General, 2021)
* **Evaluation of programs for women in contact with the criminal justice system, (including the Sexual Violence Counselling Service)** (Queensland Department of Communities, Office for Women, 2020)
* **Evaluation of Safer Pathway** (Women NSW, 2019).

### Experience working with children and young people, and their families

Our team has extensive experience conducting evaluations involving children, young people and families. Our stakeholder engagement plans are developed ensuring participants' safety and empowerment. We know that an inclusive approach that focuses on choice and control builds a sense of safety for individuals from diverse backgrounds. We will work within the Commonwealth Child Safe Framework. We have experience working in compliance with the Framework for past national projects, including an evaluation of Camp Quality for Camp Quality, and an evaluation of Respite and Information Services for Young Carers for the Department of Social Services – both evaluations involved extensive interviews and focus groups with children and young people. For the evaluation of Camp Quality, where we interviewed children with cancer, their siblings, and their parents/ carers, members of the project team undertook specialised training in how to create a safe, secure and supportive environment for the children we interacted with.

Members of our team hold Working with Children’s Checks (WWCC). All team members who will have direct contact with children during the Review will have the required relevant working with children/ vulnerable people registrations in the relevant jurisdiction/s before any direct work with children or vulnerable people commences, and will ensure these checks remain current and are maintained for the duration of the contract.

We will also:

* comply with relevant legislation relating to working or volunteering with children
* implement the National Principles for Child Safe Organisations, including that all children and young people are informed about their rights, participate in decisions affecting them and are taken seriously
* identify and manage the risk of harm to children in undertaking the Review
* provide an annual statement of compliance with the child safety clause
* notify the Commonwealth of any failure to comply with the child safety clause in accordance with the Commonwealth Child Safe Framework requirements

Some recent examples of work in this area include:

* **Evaluation of the Access to Early Learning Program** (Victorian Department of Education, 2023 -2024)
* **Evaluation of six Toward Zero Suicide Prevention Initiatives** (Ministry of Health, 2020 - ongoing)
* **Evaluation of Child & Youth HOPE program** (Department of Health, 2022-ongoing)
* **COVID Intensive Learning Support Program** (NSW Department of Education, 2022 - 2024)
* **Year 7 to High School Project Evaluation** (South Australian Department for Education, 2021 - 2022)
* **Go4Fun audit** (Centre for Population Health, 2022)
* **Evaluation of the Amaze IPC Autism Assessment model** (Amaze, 2022 – 2023)
* **Resilient Families Evaluation** (NSW Treasury, 2016 – 2020)

### Housing and homelessness

ARTD has extensive experience conducting reviews and evaluations in the housing and homelessness sectors. We understand the housing and homelessness sectors, and the important ways they intersect with the domestic and family violence sector and other social services. Recent examples demonstrating our experience in this area include:

* **Assertive Outreach Implementation and Outcomes Evaluation** (NSW Department of Communities and Justice, 2020-2023).
* **Evaluation framework and strategy for Housing 2041 and the 2023-27 Action Plan** (NSW, Department of Planning and Environment, 2023).
* **Evaluation of the Sustaining Tenancies in Social Housing (STSH) and the Tenancy Management Pilot (TMP)** (Department of Communities and Justice, 2019-2023).
* **Evaluation of the Post Release Supported Accommodation Service (PRSA)** (Queensland Corrective Services, 2023).
* **Future Directions Service Improvement Initiatives Evaluation** (NSW Department of Communities and Justice, 2019-2023).

### Experience in complex administrative data and quantitative analysis

Our team is experienced in receiving large volumes of administrative and program data of varying quality and coverage and making sense of this quickly. We have established processes for reviewing data, identifying gaps or inconsistencies between sources, and synthesising the information to provide a balanced, nuanced perspective. We have specialist skills in quantitative data analysis, including advanced statistical analysis.

* **Employ my Ability Evaluation** (Department of Social Services, current)
* **Evaluation of the Queensland Drug and Alcohol Court** (Queensland Department of Justice and Attorney General, 2019 - 2024)
* **Evaluation of Disability Gateway Services** (Department of Social Services, 2022)
* **Evaluation of Bail Support Programs** (Queensland Corrective Services, 2021 – 2022)
* **Resilient Families Evaluation** (NSW Treasury, 2016 – 2020)
* **Evaluation the Southport Specialist Domestic and Family Violence Court Justice Response** (Queensland Department of Justice and Attorney-General, 2021)
* **Trial of the new modified wage award for ADEs** (Disability and Carer Reform, 2020 – 2022)
* **Evaluation of the Post Release Supported Accommodation Service (PRSA)** (Queensland Corrective Services, 2023).

# Cultural experience

### Working with Aboriginal communities and understanding of culturally appropriate practices and programs

We believe a reconciled Australia is one that is comfortable with truth telling. Reconciliation brings benefits to all involved and is a necessary part of a strong national identity and for new and integrated ways of living for all Australians. We also recognise that First Nations people are disproportionately over-represented in the criminal justice system. We work in line with the principles outlined by the Aboriginal Health and Medical Research Council (AH&MRC) and the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Guidelines for Ethical Research in Australian Indigenous Studies. Our work in this sector is always done in close collaboration with our Indigenous Associates who often lead field work, particularly with service users, but also guide our approach. Our Indigenous associates are involved in the design of evaluation tools and contribute to every stage of the evaluation process. All our staff draw on the AES First Nations Cultural Safety Framework when engaging with Aboriginal and Torres Strait Islander people throughout the evaluation process.

Some examples of our recent work demonstrating our engagement with Aboriginal people and communities include:

* **Evaluation of the Indigenous Girls’ STEM Academy** (National Indigenous Australians Agency, 2021–current)
* **Remand Domestic Violence Intervention** (Corrective Services New South Wales, 2023-2024)
* **Reintegration Hosing Support Program Evaluation** (Community Restorative Centre, 2022 – 2024)
* **Byron Cultural Watering Plan Project** (Department of Planning and Environment, 2023-2023)
* **Assertive Outreach Implementation and Outcomes Evaluation** (NSW Department of Communities and Justice, 2020 - 2023).
* **Complaint Management System Review** (Queensland Crime and Corruption Commission, 2021)
* **Aboriginal Evidence Building Pilots** (Their Futures Matter, 2018 – 2021)
  + Abcare (Coffs Harbor Aboriginal Community Care Centre Inc).
  + Tirkandi Inaburra Cultural and Development Centre
  + Illawarra Aboriginal Corporation (IAC)
  + Kinchela Boys Aboriginal Home Corporattion (KBAHC)
  + Winanga-Li Aboriginal Corporation
* **Evaluation of Women in contact with the Criminal Justice System** (Department of Child Safety, Youth and Women, 2021)

### Stakeholder consultation

From small staff workshops to large public forums, our staff are skilled in the art of facilitation and stakeholder consultation. Generally, we take an inclusive and participatory approach to consultation, developing relevant and accessible content and designing engaging, interactive activities. As an external and independent voice, we can bring a fresh perspective, manage complex group dynamics, facilitate group decision-making, and build shared understandings and goals.

As facilitators, we aim to empower participants and enable useful dialogue and information sharing. We recognise that different stakeholder groups have different interests and perspectives on how a service is working, and any changes that are needed. Our teams are confident and capable facilitators in any environment, including virtual. We have built on our foundation skills during COVID-19 and have been commissioned to do a range of consultations in virtual environments only. We are proud that we have continued to deliver high quality work for our clients, including program logic workshops, sector-wide planning meetings, focus groups with key stakeholders and frontline staff, and presentation of findings to Ministerial Councils. We have done this using a range of online collaboration platforms, including Microsoft Teams, Zoom, Skype, Slack and OneDrive. We’ve also successfully used interactive online engagement methods, including Miro and vision cards.

Recent projects we have facilitated stakeholder consultations and forums include:

* **Consultation Design for the New Homelessness Strategy** (NSW Department of Communities and Justice, current)
* **Strategic Plan for the Coronial Jurisdiction of NSW** (Departments of Communities and Justice, 2023)
* **Strategic Plan for Children’s Court of NSW** (Departments of Communities and Justice, 2023)
* **Monitoring and Evaluation Framework for the Queensland Housing Strategy 2017-2027** (2021, Institute for Social Science Research)
* **Community Housing Providers Data Sharing Forum** (Australian Institute of Health and Welfare, 2022)
* **Strategic Plan for Local Court of NSW** (Departments of Communities and Justice, current)

## Referees

The following clients from recent projects can vouch for our expertise and dependability and the quality of our work. We would be happy to provide more information if needed.

|  |  |
| --- | --- |
| **Referee 1** | **Details** |
| **Client** | Dr Alexandra Palamara, Senior Project Manager, Family, Domestic and Sexual Violence Unit, Australian Institute of Health and Welfare |
| **Contact details** | 02 6249 5008, alexandra.palamara@aihw.gov.au |
| **Project name** | Prototype Domestic Family Violence Data Collection |
| **ARTD lead** | Paula Shaw, Dr Stephanie Quail |
| **Timeframe** | 2023 |

|  |  |
| --- | --- |
| **Referee 2** | **Details** |
| **Client** | Dr Kazi Fattah, Evaluation Officer, Research & Evaluation, eSafety Commissioner |
| **Contact details** | Kazi.Fattah@esafety.gov.au |
| **Project name** | Families Capacity Building Program Evaluation Framework |
| **ARTD lead** | Dr Kate Williams |
| **Timeframe** | 2023-24 |

|  |  |
| --- | --- |
| **Referee 3** | **Details** |
| **Client** | Elizabeth Foulger, Executive Director Intake and Assessment, Crime and Corruption Commission |
| **Contact details** | (07) 3360 6285, Elizabeth.Foulger@ccc.qld.gov.au |
| **Project name** | CCC Complaint Management System Review |
| **ARTD lead** | Paula Shaw, Dr Stephanie Quail |
| **Timeframe** | 2022 |

# Risk management and quality assurance

## Project risks and responses

We take a proactive approach to risk management. We will communicate clearly on the likely impact of any delays to receiving data and, where relevant, negotiate mutually feasible changes to the project schedule. We anticipate a range of challenges and risks inherent within a complex and sensitive project such as this (Table 4).

Table 4: Anticipated risks and mitigation/management strategies

|  |  |
| --- | --- |
| Risk | Management strategy |
| **Ethics approval is delayed**  If substantial, delays could result in difficulties completing data collection, analysis and reporting in time. | We will initiate the HREC application process at the earliest opportunity, ensuring that all required documentation is meticulously prepared and submitted well in advance. We will also maintain regular communication with the HREC to address any queries or additional requirements promptly. By anticipating potential delays and proactively managing the approval process, we aim to minimize any disruptions to the project timeline and ensure a smooth progression of the evaluation activities. |
| **Rapid timeline**  The work we do is complex, and timelines are often different than they are in planning. This can be due to changes in timing required by our clients, or by the availability of evaluation stakeholders. | We have systems for monitoring changes in project timing across the company. This allows us to monitor team capacity months in advance, and make our team, and, where required, our clients aware of the potential impact of project slippages.  We will have regular catch-ups with the DHS team to keep you abreast of any required changes in timing. If timeframe slippage occurs, we will make every effort to ensure the project is still delivered within the required timeframes, either through drawing on additional staff, or adjusting the project team. |
| **Managing risks to vulnerable participants**  This project involves engaging with young people receiving the program who have experienced trauma. | We will sensitively and ethically engage with vulnerable participants. An informed consent process will ensure they understand what is involved in the project and freely consent to participate.  Our approach and questions will be sensitive and aim to avoid causing distress. However, as the subjects we are discussing are sensitive, we will develop a response protocol in the unlikely event that someone becomes distressed during the interview or discloses a need for further support. |
| **Challenges recruiting the required service provider participants**  People may be reluctant to engage with the evaluation, resulting in low sample sizes for interviews. | We will work closely with DHS to design a process to identify and engage selected stakeholders over the data collection period. We also have in place monitoring processes to identify if response rates are lower than expected and can implement strategies to mitigate these issues.  We suggest holding an online meeting with participating organisations to introduce the evaluation team and discuss the evaluation should help address any questions or concerns they may have, creating trust and encouraging them to engage in data collection activities. It is important to emphasise that we are evaluating the program itself and not their services. |
| **Staff turnover**  From time to time, specified personnel in the project may become unavailable due to unforeseen circumstances. | ARTD has a team of highly qualified and skilled staff to draw on that, who have the necessary expertise to complete this project. We have nominated a backup team (see Section 4.2). We would fully brief you on any staff changes and seek your permission before any changes were made. |

## Project management and quality standards

ARTD has internal quality assurance protocols built into its management systems. These include processes and practices governing ethics, project management, quality control, data management, privacy protocols and conflict of interest.

ARTD is committed to fully meeting your requirements for this consultancy project through sound project management and appropriate quality controls. In relation to this project, the ARTD Partners will enter into a contract with you, our client, on the basis that:

* The nominated ARTD consultancy team will be available to undertake the work in line with an agreed project plan. Changes to the consultancy team will only be made with your agreement.
* The ARTD project manager will maintain regular contact with the client contact officer throughout the project. The ARTD project manager will provide regular progress reports to ensure the client is fully aware of any issues that may impact on the successful completion of the project within the agreed timeframe and budget. In the normal course of events, we expect that if your agency has any issues or concerns about the project, these will be raised, in the first instance, with the ARTD project manager.
* All deliverables specified in the contract will be signed-off by the nominated Partner or Director prior to submission to the client. The criteria for sign-off are that the:
* content and presentation are of an appropriate professional standard, given its purpose
* deliverable appropriately addresses the client’s requirements
* findings and conclusions reached are substantiated by the evidence presented.
* The nominated Partner or Director will be available throughout the project to discuss any concerns or issues the client has with the project. Where the client has a concern that cannot be resolved by the ARTD project manager, we expect that you will immediately contact the Partner or Director. The Partner or Director has the authority to resolve all issues raised by the client or the ARTD project team.
* We encourage our clients to make a formal complaint if they believe ARTD is not meeting its contractual obligations or there is a significant risk that the client’s requirements for the project will not be met. All complaints will be dealt with by an ARTD Partner or delegate.

### Ethical standards

ARTD is committed to sensitive and ethical practice. Our consultants are members of the Australian Evaluation Society and all of our projects are conducted within the Australian Evaluation Society’s Guidelines for the Ethical Conduct of Evaluations, the *National Statement on Ethical Conduct in Human Research, 2007,* and the *Ethical Considerations in Quality Assurance and Evaluation Activities*.

Many of the evaluations we do require formal ethics approval because they involve working with vulnerable clients. We have a clear understanding of the process for gaining ethics approval and have successfully gained approval for all projects where this was required.

We are fully aware of ethical issues, such as maintaining confidentiality, and communicating sensitively and in a culturally appropriate manner. ARTD has detailed policies and procedures in place to make sure that projects are delivered in line with standard conditions for ethics approval. We:

* develop information and consent forms with a clear explanation of the purpose of the research and how participants’ information will be used, noting that participation is voluntary.
* ask program providers to distribute information and consent forms to clients on our behalf so we do not know the identity or contact details of clients unless they agree to participate. Information sheets include contact details of ARTD staff, so participants can ask questions before agreeing to participate.
* make sure that people are not coerced into participating in the evaluation, by briefing program providers on the consent process to make sure verbal explanations make clear that people can opt out if they wish or choose not to answer certain questions.
* seek informed consent for participation and give interviewees the option to opt out at any time.
* prepare protocols to minimise any potential to distress participants and respond appropriately if this occurs.
* change names and remove details that would make persons identifiable when using case studies or direct quotes.

### Privacy and data management

ARTD recognises the sensitivity of the project and will maintain strict confidentiality of all data, information and documentation provided or obtained during the course of the project. ARTD collects, holds, manages and disseminates information in accordance with the Australian Privacy Principles effective 12 March 2014, which cover the collection and management of personal information. Specifically, when undertaking a consultancy project:

* information will be sought from informants lawfully, with their consent as appropriate, and used only for the purposes of the consultancy
* informants will be advised of the intended primary and secondary use for the collected information
* information and documents will be kept in secure places and not divulged to any other party
* information will be kept only for the purposes of ARTD’s work, record-keeping, or research validation, and will be de-identified within the terms of the Australian Privacy Principles’ application to our work.

We are committed to maintaining privacy and confidentiality for informants. To do this we:

* prepare protocols for collecting information from stakeholders
* provide a clear explanation of the purpose of the research and how their information will be used to potential participants, noting that participation is voluntary
* seek informed consent for participation and give interviewees the option to opt out at any time
* when using case studies or direct quotes, we change names and remove details that would make persons identifiable.

All project data collected by ARTD is kept on a secure, password protected ARTD controlled Microsoft Office 365 cloud platform (SharePoint and Microsoft Teams), with data residing in Australia (read more on Microsoft security [here](https://www.microsoft.com/en-us/trust-center/privacy)). Data in this environment is [encrypted](https://learn.microsoft.com/en-us/purview/data-encryption-in-odb-and-spo?view=o365-worldwide) at rest and transit. We have established strong protocols to ensure the security of any data stored by ARTD, as well as any data transmitted to other locations. These include multi-factor authentication, auditable, granular data access for project folders (limited to relevant project team members), regular daily backups to an Australian-based server. All mobile devices used by ARTD consultants to access and transmit project data are controlled centrally and can be wiped remotely if necessary.

We store paper, digital and audio file records securely for seven years for validation purposes, after which time, they are destroyed using secure disposal facilities and processes.

### Conflict of interest statement

ARTD is committed to sensitive and ethical practice. It includes consideration of actual or potential conflicts of interest that may emerge as the result of doing the work. This is operationalised in our business rules and processes, which support ethical decision making across the project lifecycle.

* **Appraisal of opportunities:** Our Leadership Team reviews all new opportunities using criteria including whether the opportunity represents an actual or perceived conflict. We say no to work that is against our business ethics, for example, we do not work for agencies whose policies or practices do not support the public good.
* **Resourcing:** We are conscious of how concurrent projects could create a conflict (for example, a project with a regulator, and an agency subject to review by that regulator). We develop a management strategy suitable to the context, such as ensuring that the projects are delivered by entirely separate teams, and that project team members only have access to files relating to the project they are working on.
* **Project management:** Our project management handbook sets out our conflict of interest policy. All staff are required to disclose to their supervisor or project manager any actual or potential conflict of interest arising from any project.

ARTD is not aware of any actual or potential conflict of interest that would impact on us submitting this tender response or providing the services described in the RFT. Any perceived, potential or actual conflict of interests will be noted, registered and monitored regularly across the course of the project and after the project for such time as contractually required. Should it be the case that involvement is identified, and/or if further work highlights a change in the conflict of interest and potential interaction, we will raise this within 24 hours with the project team and jointly identify the most appropriate course of action depending on the potential risk to stakeholders, level of perceived/actual/potential conflict of interest and interaction, and impact on the evaluation. Actions may include (but are not limited to):

* Recusal of staff members with conflicts from document review processes for relevant documents (e.g. grant application materials from an organisation)
* Recusal of staff members from stakeholder engagement activities with relevant organisations
* Recusal of staff members fully from the project, to be replaced by another ARTD staff member without a conflict of interest with relevant organisations. In such a scenario our existing IT policies around data access to projects ensure that staff members with conflicts of interest do not have access to project folders or findings.

### Insurance

ARTD has **Business** insurance cover, including **Public** **Liability** $20,000,000 with Blue Zebra, renewal date 31/07/2024 (Policy Number: PF142300164BI).

ARTD has **Workers’** **Compensation** insurance with icare workers insurance currently paid for the period to 30/06/2024 (Policy No. 105917901). The cover is for the amount required by Category A Employers under the NSW Workplace Injury Management and Workers Compensation Act 1998.

ARTD has **Professional** **Indemnity** insurance cover with Vero Profin, which covers any services required by this RFP, renewal date 31/07/2024 (Policy number: LPP013241638). Sum insured is $20,000,000 any one occurrence and $40,000,000 in the aggregate.

ARTD has **CyberEdge** insurance with AIG Australia Limited to cover cyber extortion, media content and network interruption, renewal date 31/07/2024 (Policy number: 9009136PIN). Sum insured is $3,000,000

# Value for money

Our proposed price for the consultancy is **$149,959 (GST exclusive).** Our proposal provides the value for money that can be produced by a leading public policy consultancy firm, with highly skilled staff and associates, delivering a robust approach. A breakdown of costs can be found in Table 5.

Table 5: Overview of price for this project

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stage | Days | Fees | Expenses | Price by stage |
| 1 | 15.75 | $28,969 | $9,827 | $38,796 |
| 2 | 21.5 | $37,468 | $0 | $37,468 |
| 3 | 20 | $36,632 | $8,944 | $45,576 |
| 4 | 15 | $27,419 | $700 | $28,119 |
| **Sub-totals** | **72.25** | **$130,488** | **$19,471** | **$149,959** |
| **GST** |  |  |  | **$14,996** |
| **Price incl. GST** |  |  |  | **$164,955** |

This price reflects our proposed approach and methods to respond to the requirements of the project as described in the RFQ and addenda. We are happy to negotiate changes to tasks and/or the personnel assigned to the project, and to reflect these in a revised price as part of contract negotiations.

## Details of fees and expenses

### Professional fees

The price includes **72.25 days of staff time**, calculated on ARTD’s standard daily fee rates of $3,465 for Partners (P), $2,904 for Directors (D), $2,541 for Senior Managers, $2,079 for Managers (M), $1,694 for Senior Consultants (SC), $1,323 for Consultants (C) and $1,040 for Analysts (A). These rates are exclusive of GST.

A breakdown of the budget by task and staff role is provided in Table 6.

Table 6: Fees by task and staff role (excluding GST)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Stage | Task | D | SM | M | SC | C | Days | Fees |
| 1 | Inception meeting | 0 | 0 | 0.75 | 0.5 | 0.25 | 1.5 | $2,737 |
| 1 | Document review and scoping interviews | 0 | 0 | 1 | 0 | 1 | 2 | $3,402 |
| 1 | Draft program theory and outcomes framework | 0 | 0 | 1.5 | 1 | 0 | 2.5 | $4,813 |
| 1 | Data review and analysis plan | 0 | 0 | 1.5 | 0 | 0 | 1.5 | $3,119 |
| 1 | Co-design workshop | 0 | 0 | 1.5 | 0.5 | 0 | 2 | $3,966 |
| 1 | Project plan and data collection materials | 0.25 | 0 | 1 | 0 | 1 | 2.25 | $4,128 |
| 1 | Ethics application | 0 | 0 | 2 | 0 | 2 | 4 | $6,804 |
| 2 | Analysis of program data | 0 | 0 | 3 | 1.5 | 0 | 4.5 | $8,778 |
| 2 | Interviews with service providers (6-9) | 0 | 0 | 0 | 3 | 2 | 5 | $7,728 |
| 2 | Interviews with PMG members (3-5) | 0 | 0 | 2 | 0 | 0 | 2 | $4,158 |
| 2 | Interviews with other stakeholders (2-3) | 0 | 0 | 0 | 0.5 | 1 | 1.5 | $2,170 |
| 2 | Analysis of interview data | 0 | 0 | 1.5 | 1.5 | 2 | 5 | $8,306 |
| 2 | Interim report | 0 | 0 | 2 | 0.5 | 1 | 3.5 | $6,328 |
| 3 | Interviews with SAWK clients (12-15) | 0 | 0 | 0.5 | 6 | 3 | 9.5 | $15,173 |
| 3 | Consultation with First Nations groups | 0 | 2 | 2 | 0 | 0 | 4 | $9,240 |
| 3 | Analysis of interview and consultation data | 0 | 0.5 | 1 | 2 | 1 | 4.5 | $8,061 |
| 3 | Additional program data analysis | 0 | 0 | 2 | 0 | 0 | 2 | $4,158 |
| 4 | Synthesis and sense-making workshop | 0 | 0 | 1.5 | 1 | 1 | 3.5 | $6,136 |
| 4 | Final report - draft | 0 | 0 | 3 | 1 | 1 | 5 | $9,254 |
| 4 | Final report - draft | 0.5 | 0 | 2 | 1 | 1 | 4.5 | $8,627 |
| 4 | Revisions to final report | 0 | 0 | 1 | 0 | 1 | 2 | $3,402 |
|  | **Days by role** | **0.75** | **2.5** | **30.75** | **20** | **18.25** | **72.25** |  |
|  | **Total fees (excl. GST)** |  |  |  |  |  |  | **$130,488** |

### Expenses

The following expenses are included in the quoted price:

* The services of our associates and expert advisor
* Recruitment, training and payment of an Aboriginal co-researcher
* Recruitment of an Aboriginal advisory group
* Reasonable provisions for staff travel and accommodation
* Vouchers for participants in the SAWK client interviews
* The costs of preparing, submitting and managing ethics applications.

A breakdown of the expenses for each task is provided in Table 7.

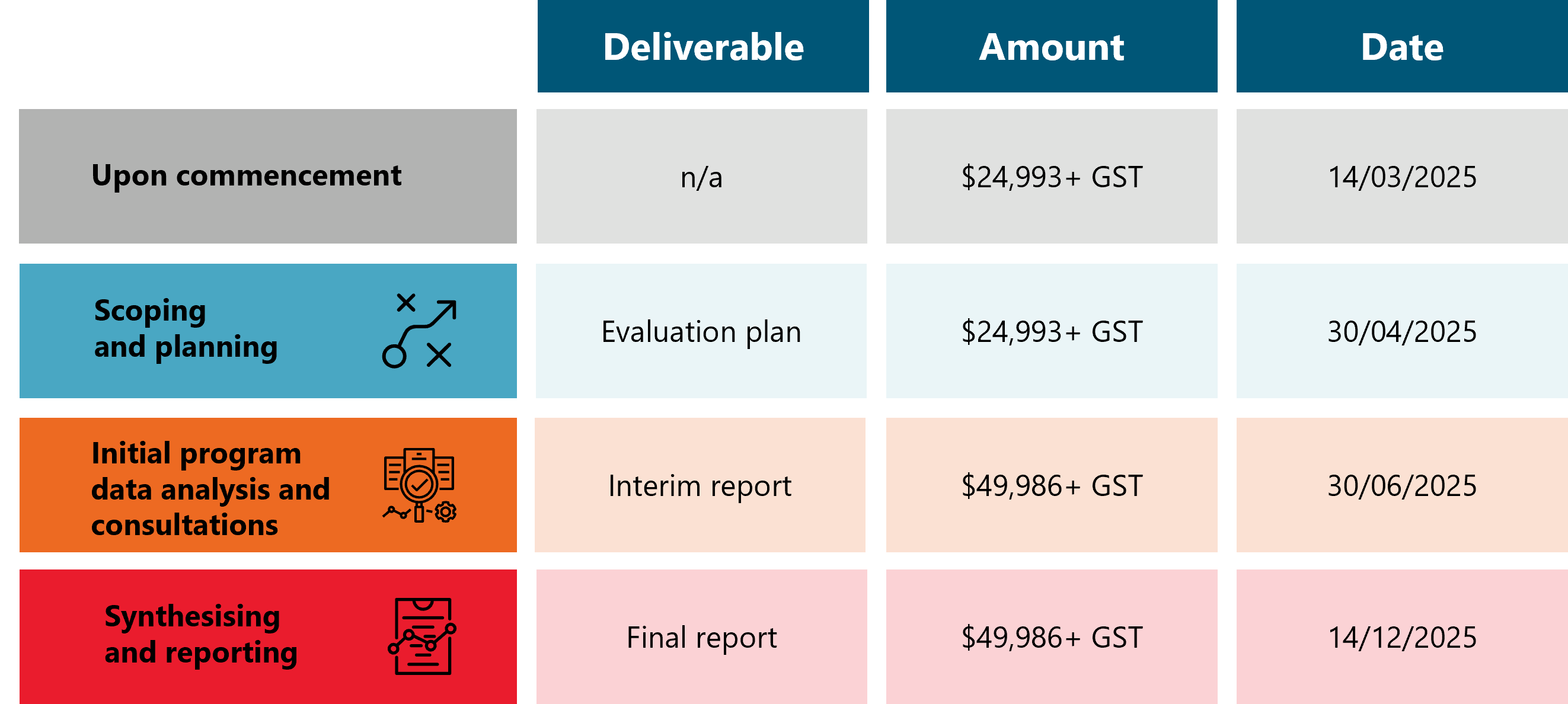
Table 7: Details of expenses by task (including GST)

|  |  |  |
| --- | --- | --- |
| Task | Details | Expenses |
| Draft program theory and outcomes framework | Input from expert advisor and associates | $800 |
| Co-design workshop | Airfare and accommodation for one ARTD staff member to attend workshop; workshop preparation and attendance by one associate | $1,477 |
| Project plan and data collection materials | Input from expert advisor and associates | $500 |
| Ethics applications | Application fee to Bellberry HREC ($6000); cultural appropriateness review by Aboriginal associate | $7,050 |
| Interviews with SAWK clients (12-15) | Vouchers; travel and accommodation for two ARTD staff members; payment for Aboriginal co-researcher for 2-3 interviews | $2,975 |
| Consultation with First Nations groups | Input from associates, including recruitment of Aboriginal co-researcher and Aboriginal advisory group; travel and accommodation for Paula Shaw; payment for Aboriginal co-researcher | $5,109 |
| Analysis of interview and consultation data | Input from associates; input from Aboriginal co-researcher | $860 |
| Synthesis and sense-making workshop | Input from associates; input from expert advisor | $700 |
| **Sub-total** |  | **$19,471** |
| **GST** |  | **$1,947** |
| **Expenses incl. GST** |  | **$21,418** |

## Payment milestones

Please see Figure 1 for our proposed payment milestones, which are linked to deliverables.

Figure 1: Proposed payment milestones



## Variations

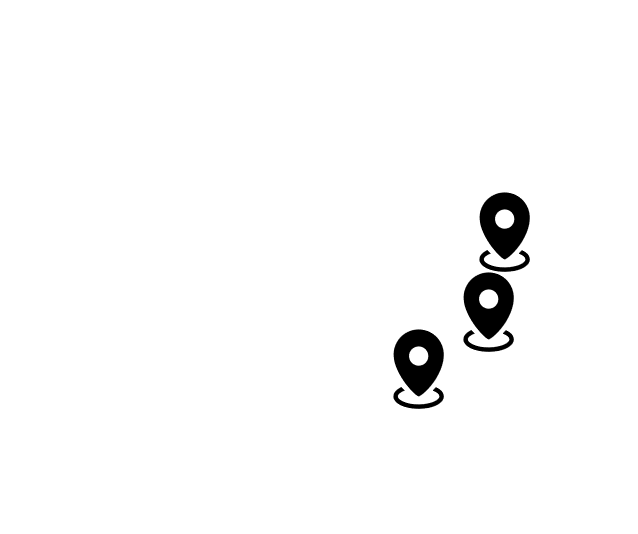
ARTD has a long history of sticking to budget. We know that sometimes a client’s timeframes shift, and we always do our best to accommodate these changes. As a result of being an Australian owned SME with a solid portfolio of projects, we are able to accommodate changing needs for project timeframes and scope in ways that smaller firms may be unable to do and larger firms unwilling to do.

When a client requires additional work that is outside the scope of what was agreed to or budgeted for, a variation to the price may be needed. In such circumstances, we will clearly identify any change to the initial scope and discuss this with you before agreeing on the costs of a variation or an amendment to the existing work plan that allows us to manage the additional scope.

Daily rates will be held constant for the duration of the project as agreed within the contract. If the project extends more than 12 months, and beyond the agreed end-date, ARTD reserves the right to increase daily rates to any new approved rates under the standing order under which services are contracted.

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1. <https://www.anrows.org.au/publication/violence-against-women-accurate-use-of-key-statistics/read/> [↑](#footnote-ref-2)
2. Duncan A, Mavisakalyan A, and Twomey C. (2021). *Family and domestic violence in Australia: prevalence, impacts and responses.* Bankwest Curtin Economics Centre Research Briefing Note 21/2. [↑](#footnote-ref-3)
3. Commonwealth of Australia (2022). *National Plan to End Violence against Women and Children 2022-2032.* Canberra: Australian Government, p. 86 [↑](#footnote-ref-4)
4. Ibid., p. 88 [↑](#footnote-ref-5)
5. <https://www.anrows.org.au/publication/violence-against-women-accurate-use-of-key-statistics/read/> [↑](#footnote-ref-6)
6. Tarpey-Brown G et al. (2024) Domestic and family violence affecting children and young people from Culturally and Racially Marginalized migrant backgrounds in Australia: a scoping review of child experiences and service responses. *Trauma, Violence, & Abuse, 25*: 3872-3886 [↑](#footnote-ref-7)
7. Taylor A. (2019). *Impact of the experience of domestic and family violence on children – what does the literature have to say?* Queensland Centre for Domestic and Family Violence Research, Central Queensland University. [↑](#footnote-ref-8)
8. Noble-Carr D, Moore T, and McArthur M. (2020). Children’s experiences and needs in relation to domestic and family violence: findings from a meta-synthesis. *Child & Family Social Work, 25*: 182-191. [↑](#footnote-ref-9)
9. Ibid. [↑](#footnote-ref-10)
10. Ibid. [↑](#footnote-ref-11)
11. Taylor (2019) [↑](#footnote-ref-12)
12. Noble-Carr et al. (2020), p.187 [↑](#footnote-ref-13)
13. Tarpey-Brown et al. (2024) [↑](#footnote-ref-14)
14. Webster K. (2016). *A preventable burden: measuring and addressing the prevalence and health impacts of intimate partner violence in Australian women: key findings and future directions.* (ANROWS Compass, 07/2016). Sydney: ANROWS [↑](#footnote-ref-15)
15. Ibid. [↑](#footnote-ref-16)
16. Tarpey-Brown et al. (2024) [↑](#footnote-ref-17)
17. Noble-Carr et al. (2020) [↑](#footnote-ref-18)
18. [https://dhs.sa.gov.au/\_\_data/assets/pdf\_file/0008/93878/Building-a-Coordinated-Self-Learning-Child-and-Family-System-The-Outcomes-Hierarchy-Working-Group-Review-of-Outcomes-Measurement-Tools.pdf](https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fdhs.sa.gov.au%2F__data%2Fassets%2Fpdf_file%2F0008%2F93878%2FBuilding-a-Coordinated-Self-Learning-Child-and-Family-System-The-Outcomes-Hierarchy-Working-Group-Review-of-Outcomes-Measurement-Tools.pdf&data=05%7C02%7Ckate.williams%40artd.com.au%7Ce67cfbe819764a87d5dd08dd3b73c770%7Cfe2c9733431e4798b7280ee953d2a253%7C0%7C0%7C638732090627264518%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C0%7C%7C%7C&sdata=NIJvhZ7qyTx4i0s%2Bru6fLy%2BJYCgIMaHdP9ILAbNY1XE%3D&reserved=0) [↑](#footnote-ref-19)
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20. Ibid., p.75 [↑](#footnote-ref-21)
21. NHMRC (2014). [↑](#footnote-ref-22)
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23. Office of the Advocate for Children and Young People, 2019 [↑](#footnote-ref-24)
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