

|                                    |                                |  |  |
|------------------------------------|--------------------------------|--|--|
| <b>Item No.</b>                    | <b>Classification:</b><br>Open | <b>Date:</b><br>19 September 2019  | <b>Meeting Name:</b><br>Strategic Director of Finance and Governance |
| <b>Report title:</b>               |                                | <b>Gateway 3 – Variation Decision</b><br>Domestic Abuse Service Contract |  |
| <b>Ward(s) or groups affected:</b> |                                | All wards  |  |
| <b>From:</b>                       |                                | Director of Communities  |  |

## RECOMMENDATION

1. That the Strategic Director of Finance and Governance approves the variation of the domestic abuse service contract to Solace Women's Aid to extend the term for a period of two and a half years (30 months) from **8 October 2019 to 7 April 2022** up to a maximum contract value of £1,329,648.

## BACKGROUND INFORMATION

2. In March 2015, following a competitive tender process, the Cabinet Member for Environment, Recycling, Community Safety and Volunteering approved the award of a domestic abuse service contract to Solace Women's Aid at a maximum annual value of £574,960 per annum commencing **on 8 July 2015**, for a period of three years with an option to extend for a further period or periods of up to two years, making a total maximum contract value of £2,875,000.
3. In February 2018 the approval (GW3) was given to extend the contract for a fifteen month period to the existing provider Solace Women's Aid. The extension was within the original contract terms of three plus one plus one. Solace was achieving the key outcomes of the contract, in line with the Domestic Abuse Strategy priorities (2015 - 2020). The extension commenced on 8 July 2018, and is due to end 7 October 2019 for a value of £718,750.
4. In 2015 Southwark developed a five year Domestic Abuse (DA) Strategy. Although this strategy is valid until 2020, the Council Plan 2018/19 to 2021/22 identified the requirement to develop a wider Violence Against Women and Girls (VAWG) strategy to ensure that we are delivering a strategic partnership response to all areas of gender based violence, not only domestic abuse. These include harmful practices such as Female Genital Mutilation (FGM) and Honour Based Violence as well as sexual harassment and stalking. The new strategy will bring existing DA and VAWG work programmes together strategically. DA will still form a key part of this strategy with any remaining actions from the existing DA strategy subsumed into the new VAWG Strategy.
5. Southwark's new 5 year VAWG strategy was approved by Cabinet in July 2019. An associated two year action plan is being developed (September 2019 – March 2021). A further action plan, taking into account learning, will be developed for years 3, 4, & 5 (2021/22 – 2023/24).
6. An extension to the current contract arrangement is required to enable the redesign, costing and procurement of VAWG services that effectively respond to the priorities set out in the VAWG strategy. It is proposed that the contract be extended until 7 April 2022 with a new service contract to commence 8 April 2022. The contract includes a three month break clause to enable an earlier completion if required. This timescale will

enable appropriate consultation and engagement and market testing to take place before procurement begins.

7. The VAWG Strategy will be accompanied by a five year delivery plan. This includes a number of commitments to research and review: revising processes, identifying best practice, improving data collection, and working better with black and minority ethnic communities, faith groups and vulnerable groups. The consultation that took place in developing the VAWG Strategy identified a number of knowledge gaps in these areas, requiring further exploration and community engagement. This research and review will take place during the first two years of the strategy delivery, the outcome of which will be incorporated into the procurement of a new service. There is therefore no immediate requirement to make any changes to our current service offer. The majority of key priority areas within the strategy (see point 23.) are already included in the service offer under the current contract:

### **Current Domestic Abuse Service**

8. The current contract supports the delivery of the Domestic Abuse Strategy, providing a holistic service through a hub and spoke model with a single point of access 24/7 to support those who have experienced domestic and sexual abuse.
9. The service also provides an integrated prevention programme including working with perpetrators and statutory, voluntary, community and private sector organisations to increase their knowledge of domestic abuse and their ability to support survivors and challenge perpetrators.
10. The service consists of:
11. Caseworkers who provide safety planning and advocacy for medium and standard risk clients, up to twelve weeks support.
12. Independent Sexual Violence Advocates (ISVAs)/Independent Domestic Abuse Advocates (IDVAs) advocacy and safety planning for high risk clients. IDVAs work to reduce risk over a concentrated time period. They are co-located at Brixton Police Station, and the Multi-Agency Safeguarding Hub (MASH). They carry out full risk and needs assessments and agree a safety and support plan for each client. They make supported referrals to external services (e.g. drugs and alcohol, mental health, immigration solicitors, housing) and to internal services (family legal service, immigration casework, counselling service and the Women's Resilience Awareness Programme, (WRAP)). Once risk is reduced, cases are referred to the case workers.
13. Sanctuary Scheme A scheme to install safety measures and allow people who experience domestic abuse to remain safely in their homes.
14. Children's Service. 12-week 1-1 play and arts based therapeutic intervention to children (aged 4 and above), young people and their mothers to help them understand and support her child in the difficulties they are dealing with.
15. Perpetrator Intervention 26-week perpetrator programme, aimed at perpetrators who wish to address their abusive behaviour.
16. Identification and Referral to Improve Safety (IRIS) Project. The IRIS Advocate Educator works alongside the clinical lead, who will be a current GP or senior health practitioner,

to deliver the IRIS training programme to GP surgeries and staff in Southwark. In addition they carry a small caseload of referrals specifically from GP surgeries.

17. Training team responsible for the delivery of training to community organisations, empowerment training programme for service users and the peer advocacy programme. This includes:
- The Community Awareness Programme for local Community group members to learn about Domestic abuse, how this affects survivors, and the wider community, and how to support and signpost those survivors to appropriate services
  - WRAP: This programme for survivors includes a series of structured workshops and service user led support groups aimed at improving understanding of domestic and sexual abuse and providing longer term practical and emotional support to build resilience. This includes:
    - a) Women's Voices: a fortnightly group, including service user involvement in service development
    - b) Picking up the Pieces Programme: three sessions supporting mothers to effectively safeguard their children and understand the role of Children's Social Care.
    - c) Assertiveness, Boundaries and Confidence (ABC) Programme: six sessions with a focus on supporting emotional and financial resilience (preparation for work, training and education).

## **KEY ISSUES FOR CONSIDERATION**

### **Key aspects of proposed variation**

18. The nature of the proposed variation is to extend the current domestic abuse service contract for a further period of two and a half years (30 months). The revised completion date will therefore be 7 April 2022.
19. The total estimated value of this contract is £3,677,401. This includes the £1,329,648 for the extension and £2,347,753 for the last 4 years and 3 months. The value of this proposed variation to the domestic abuse service contract as a percentage of the total contract value is 46%.
20. The proposed variation will include a reduction in the annual contract value from £574,960 to £526,603. The reduction will take effect on 1 April 2020. This reflects the removal of funding for the Iris programme which provides training and domestic abuse advocacy in primary care settings. The Iris programme delivery element will therefore come to an end on 31 March 2020.

### **Reasons for variation**

21. The reason for the variation (current domestic abuse service contract expires on 7 October 2019) is that there is a need to ensure that the council continues to discharge its obligations with no disruption in access to domestic abuse service provision for some of the borough's most vulnerable residents whilst a redesign of service provision is considered, priced, market tested and a procurement exercise process is completed. The redesign will respond to the priorities outlined within the recently developed VAWG Strategy.

### **Future proposals for this service**

22. There is an intention to seek approval for a new VAWG procurement strategy in 2019 to allow time for a procurement exercise and the commencement of the new service on 8 April 2022. This is in recognition of the changing domestic abuse landscape and a response to changing priorities as identified in the VAWG Strategy 2019 – 2024.
23. To date the domestic abuse service focus has been on raising awareness, training and working with victims. This approach has been very successful as seen in a 90% increase in the number of referrals to the service. In 2014/15 1,324 referrals were received, in 2018/19 the total number of referrals was 2,522. However, there is a need to develop a broader service offer to all areas of VAWG, not only domestic abuse. This includes harmful practices such as FGM and Honour Based Violence as well as Rape, Sexual Harassment, and Stalking as set out in the VAWG Strategy 2019 – 2024. The strategy has identified the following priority areas:
- **Priority 1: Partnership;** Development of a coordinated agency and community response
  - **Priority 2: Prevention and Early Intervention;** Identification of individuals and families
  - **Priority 3: Protecting Victims;** Reduce harm and impact of VAWG on individuals and families
  - **Priority 4: Perpetrators;** Provide support to change behaviour, tackling attitudes that support VAWG, and enforcement
24. Comprehensive details on the future proposals for provision will be the subject of the Gateway 1 report. This will include a procurement project plan, a draft outline plan is detailed below which sets out the anticipated timescales that will be carried out during the extension period to ensure that a new contract is in place when the proposed extension of contract ends on 7 April 2022.

| Activity  | Complete by: |
|---|--------------|
| Chief Officers VAWG Task and Finish Group           | 31/03/2020   |
| Desktop research and benchmarking                   | 31/03/2020   |
| Draft service design proposals                      | 31/06/2020   |
| Stakeholder consultation on draft service design    | 30/09/2020   |
| Market testing                                      | 31/12/2020   |
| Final service model approved                        | 31/01/2021   |
| DCRB Review Gateway 1:                              | 15/03/2021   |
| CCRB Review Gateway 1:                              | 24/03/2021   |
| Approval of Gateway 1: Procurement strategy report  | 19/04/2021   |
| Completion of tender documentation                  | 13/05/2021   |
| Publication of public advertisement                 | 22/05/2021   |
| Closing date for receipt of expressions of interest | 23/06/2021   |

|  |            |
|--|------------|
| Completion of short-listing of applicants  | 13/07/2021 |
| Invitation to tender   | 17/07/2021 |
| Closing date for return of tenders   | 29/08/2021 |
| Completion of clarification meetings/presentations/evaluation interviews   | 06/10/2021 |
| Completion of evaluation of tenders  | 13/10/2021 |
| Forward Plan (if GW2 is key decision)  | 14/10/2021 |
| DCRB Review Gateway 2: Contract award report   | 26/10/2021 |
| CCRB Review Gateway 2: Contract award report   | 05/11/2021 |
| Notification of implementation of Gateway 2 decision   | 20/11/2021 |
| Approval of Gateway 2: Contract Award Report   | 23/11/2021 |
| End of scrutiny Call-in period and notification of implementation of Gateway 2 decision (If GW2 is key decision) | 26/11/2021 |
| Debrief Notice and Standstill Period (if applicable)   | 27/11/2021 |
| Contract award   | 30/11/2021 |
| Add to Contract Register   | 30/11/2021 |
| TUPE Consultation period (if applicable)   | 30/02/2022 |
| Place award notice in Official Journal of European (OJEU)  | 01/03/2022 |
| Place award notice on Contracts Finder   | 01/03/2022 |
| Contract start   | 08/04/2022 |
| Initial Contract completion date   | 07/04/2025 |
| Contract completion date – if extension(s) exercised   | 07/04/2027 |

### Alternative Options Considered

25. The following alternative options to this proposed variation were considered prior to deciding to extend the current contract arrangement:
26. **Cease to commission the services on 7 October 2019 when the current contractual term ends:** The council has detailed its commitment to tackling violence against women and girls in the five year strategy approved by cabinet in July 2019. The main vehicle for delivering our current response to VAWG is the commissioned domestic abuse service(s). There is a risk that the council will not be able to demonstrate this commitment if domestic abuse services cease to be commissioned.
27. **Exercising the option in the current contract to extend for a further period of 9 months (under current contract extension options):** This has previously been exercised in July 2018 for fifteen months.

## Identified risks for the Variation

28. The table below details the risks and how they will be managed:

| Risk no. | Risk identified  | Level of risk | Mitigation   |
|----------|--|---------------|--|
| 1        | The service does not meet performance targets and outcomes or demonstrate value for money during the period of contract extension. | Low           | A robust contract management process as detailed in the contract monitoring and management section of this GW3 report will be utilised through the duration of extension.  |
| 2        | Solace Women's Aid is unable to deliver the service for the duration of the extension.   | Low           | The council would seek to identify another provider to cover on an interim basis until the new service was tendered.<br><br>A financial credit check has been carried out (September 2019) with no concerns identified.  |
| 3.       | Funding is not available from all funding streams for the duration of the contract extension.                                      | Medium        | The majority of funding for the contract is provided from Community Safety Service core budget. An additional element of funding (£85,000) is provided from MOPAC's London Crime Prevention Fund (LCPF) which is confirmed until 31 March 2021. Whilst funding is not yet confirmed beyond this date, LCPF is a long established grant fund to local government which is likely to remain at current levels for the foreseeable future. In the instance of a reduction in funding available, the service model is flexible (hub and spoke model) to allow for a modification in service delivery to be implemented (can be conducted under variation of contract).<br><br>The current contract includes a termination clause allowing the council to terminate the agreement at any time with three months written notice. |

## Policy implications

29. In January 2019 the government published the draft Domestic Abuse Bill. It is not yet known when the bill will be introduced but it is likely that the new legislation will come in to force around spring 2021. Key measures include:

- A new statutory definition of domestic abuse which includes economic abuse and coercive control
- Strengthened responses to perpetrators through the introduction of new civil orders

- Establishment of a Domestic Abuse Commissioner in Law
30. In 2016 the government published The National Ending Violence against Women and Girls Strategy, 2016 – 2021. The Government strategy introduced a new National Statement of Expectations. The strategy reiterated the framework of prevention, provision of services, partnership working and perpetrators as the model to tackle VAWG.
  31. The Mayors Office for Policing and Crime (MOPAC) published its strategic vision in “A Safer City for Woman and Girls”. The London Tackling Violence against Woman and Girls Strategy, 2018 – 2021 which detailed a framework for London to be at the global forefront of tackling VAWG.
  32. Most recently, the Greater London Authority introduced the **Violence Reduction Unit**, for which delivery is overseen by MOPAC. The aim of the unit is to tackle the root cause of crime, including domestic abuse, by bringing communities and partners from criminal justice, public health and education together as part of a public health approach to tackling violent crime. The purpose of which is to:
    - Stabilise and reduce violence across London
    - Find the major causes of violence and co-ordinate action across London to tackle them at scale, delivering a long term reduction in crime and associated harms
    - Involve communities in the work of the VRU and build their capacity to deliver the best long-term solutions to reduce violence.
  33. Southwark’s new five year VAWG strategy was approved by Cabinet in July 2019. An associated two year action plan is being developed (September 2019 – March 2021). A further action plan taking into account learning will be developed for years 3, 4, & 5 (2021/22 – 2023/24).

### **Contract management and monitoring**

34. The Safer Communities Team in the Community Safety and Partnerships Service is responsible for the management and monitoring of the contract which is achieved through formal quarterly monitoring meetings with Solace in addition to day to day contact with the provider to fulfil the purpose of monitoring oversight and a proactive approach to service development. No changes to these processes are proposed.
35. The contract is currently formally reviewed on a quarterly basis through submission of contract monitoring reports (including technical and financial information) and contract review meeting with provider representative(s). This contract review process will continue, with no changes to the current process proposed.
36. In addition, milestones are looked at as part of the performance monitoring process and what happens to the clients at key verifiable points. This outcomes approach assists a continuous review progress through looking at milestones and taking remedial action to improve the service where necessary. Collaborative working with Solace is promoted although the risk lies with the provider (and this is reinforced with a payment by results element in the contract).

37. Governance for the contract is provided through the reports to the VAWG delivery Group on a quarterly basis. The VAWG delivery group in turn reports to the Safer Communities Group, which directly reports to the Southwark Safeguarding Adults Board.
38. The existing contract has a robust outcome based performance management framework in place which will remain unchanged for the duration of the extension.
39. The provider is currently fulfilling all aspects of the current contract arrangements and in the last contract year (to July 2019) achieved or over achieved against 15 of the 16 key outcomes performance measures.

### **Community Impact Statement**

40. The recently developed VAWG strategy clearly identifies a need for provision of domestic abuse services to meet the needs of residents in this regard.
41. The proposed contract extension will ensure individuals and families and communities affected by domestic abuse receive the appropriate level of support at the time that it is needed.
42. An Equality Impact Assessment was undertaken in line with the development of the VAWG Strategy. An equality analysis will also be carried out as part of the procurement of the new service and its findings summarised in the Gateway 1 report.
43. The existing contract has a robust equalities and diversity monitoring framework which is in line with the council plan priorities. The baseline data collected allows us to identify if there are any particular needs of any particular community group that needs to be addressed.
44. The service provided by the existing contract, are available to all victims, perpetrators and young people regardless of their gender, sexual orientation or faith. The service is available to people over 16 years of age.

### **Social Value considerations**

45. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

### **Economic considerations**

46. The nature of the services requires delivery within the borough and this will provide opportunities for local labour, bringing local economic benefits.
47. The contract will continue to deliver economic wellbeing outcomes (maximising and maintaining benefit claims, debt reduction, including rent arrears and support into work, training or education).

### **Social considerations**



48. The services improve the life chances of individuals with domestic abuse issues reducing the negative impact of domestic abuse on themselves, their children and their families.
49. In addition, the contract includes a capacity building element and training provision which will continue to benefit Southwark's residents and employees.
50. Solace Women's Aid has confirmed their commitment to meet the council's London Living Wage (LLW) requirements by continuing to pay LLW to relevant staff.
51. The possibility of providing an apprenticeship opportunity has been explored with the provider but due to the confidential nature of the service, and the associated training programme required for staff to join the team, it is not possible to achieve at this time.
52. Pursuant to section 149 of the Equality Act 2010, due regard has been given to the Council's decision making processes to the need to:
  - a) Eliminate discrimination, harassment, victimisation or other prohibited conduct.
  - b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
  - c) Foster good relations between those who share a relevant characteristic and those that do not share it
53. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equality Duty also applies to marriage and civil partnership, but only in relation to (a) above.
54. Officers have taken steps to ensure compliance with the Public Sector Equality Duty imposed by the Equality Act 2010 as set out in the Community Impact Statement section above, in particular:
  - In 2016/17 a Joint Service Needs Assessment (JSNA) was undertaken by Public Health of the wider health needs of victims/survivors of domestic violence and abuse. Needs analysis was also conducted to inform the development of the VAWG Strategy 2019 – 2024.
  - The consultation exercise, which took place as part of the original tender process in 2015, influenced and informed the drafting of the service specification (so that it covers the range of issues and needs identified by the needs assessment and the consultation) and;
  - A new Equality Impact Assessment was undertaken in conjunction with the development of the VAWG Strategy. This decision has been judged to have no or a very small impact on local people and communities'.

### **Environmental considerations**

55. None applicable.

## Financial Implications

56. It is proposed that the maximum contract extension value of £1,329,648 will be allocated from the following funding streams between 8 October 2019 and 7 April 2022:

| Funding stream  | Funding allocation (£) |
|---|------------------------|
| Community Safety and Partnerships (CS&P) General fund | 1,312,050              |
| MOPAC London Crime Prevention Fund                    | 17,598                 |
| Total   | 1,329,648              |

57. At the time of writing, funding allocation from London Crime Prevention Fund is not confirmed from 1 April 2021. In the event of changes to funding, a number of mitigating actions are built into the contract terms and conditions which are set out in the table detailing the identified risks for the extension.

## Legal Implications

58. Please see legal concurrent from the Director of Law and Democracy.

## Consultation

59. Officers have briefed the Cabinet Member for Community Safety and Public Health on the proposed extension.

60. The Chief Officers Team was briefed at their meeting on 4 September 2019.

61. The VAWG Delivery Group will be consulted at the next quarterly meeting on 24 September 2019.

## SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

### Head of Procurement

62. This report is seeking approval to extend the domestic abuse service contract for a 30 month period from October 2019.

63. The existing contract allows for the proposed final extension period and the report advises that the decision to exercise the extension is based on the requirement to ensure continuity of delivery of this service.

64. The report sets out the future proposals for the delivery of this service and advises that a new service model encompassing a holistic approach to Violence against Women and Girls (VAWG strategy) will be completed and approved in September 2020. This will allow 18 months for the new service to be re-procured within the proposed extension period which achievable if sufficient resources and effective governance is put in place.

65. The report confirms that the current contract is performing to a good standard and outlines the management and monitoring arrangements that will continue to be in place which should help to ensure that the service continues to perform to a satisfactory standard.

66. It would appear that there is no reason why the council should not continue with these arrangements for the extension period recommended.

#### **Director of Law and Democracy**

67. This report seeks approval of the proposed variation of the existing domestic abuse service contract with Solace Women's Aid by way of an extension for a period of 30 months, for the reason set out in paragraph 21.
68. Due to its nature and estimated value the proposed variation is subject to the requirements of the (EU) Public Contracts Regulations 2015. Those Regulations permit contract modifications in certain limited circumstances, which allow for "modification" without a new procurement procedure in certain prescribed circumstances. The first nine months of the extension period (from 8 October 2019) have been expressly provided for under the terms of the contract, and it is confirmed that the remainder of the additional 30 month term falls within one of the permitted grounds for modification under the Regulations.
69. The proposed contract variation is consistent with the council's Contract Standing Orders and the decision to approve the report recommendation is one which is reserved to the Strategic Director of Finance and Governance.

#### **Strategic Director of Finance & Governance (FIN1151 – JB)**

69. The report seeks approval to extend the domestic abuse service contract with Solace Women's Aid for the October 2019 to April 2022 period.
70. The reasons for the variation are outlined in paragraphs 21 to 24, they centre on the need to develop a new procurement strategy reflecting the changing domestic abuse landscape and priorities associated with the strategy.
71. The report notes the annual cost of the contract will be £526,603 from April 2020 and the table at paragraph 57 demonstrates the majority of the funding is from the existing service budget. The remaining MOPAC grant element has a degree of uncertainty beyond March 2021 however the contract provides for mitigating actions including service modification and a termination clause with notice. These are prudent measures for managing contracts spanning financial years and budget cycles.

**PART A – TO BE COMPLETED FOR ALL DELEGATED DECISIONS**

Under the powers delegated to me in accordance with the council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report.

Signature  .....

Date 27.9.19

**Duncan Whitfield, Strategic Director of Finance and Governance**

**PART B – TO BE COMPLETED BY THE DECISION TAKER FOR:**

- 1) All key decisions taken by officers
- 2) Any non-key decisions which are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available.

**1. DECISION(S)**

As set out in the recommendations of the report.

**2. REASONS FOR DECISION**

As set out in the report.

**3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED BY THE OFFICER WHEN MAKING THE DECISION**

As set out in the report.

**4. ANY CONFLICT OF INTEREST DECLARED BY ANY CABINET MEMBER WHO IS CONSULTED BY THE OFFICER WHICH RELATES TO THIS DECISION**

None.

**5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST**

*If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.*

**5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST**

*If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.*

None.

**6. DECLARATION ON CONFLICTS OF INTERESTS**

**I declare that I was informed of no conflicts of interests.\***

or

**I declare that I was informed of the conflicts of interests set out in Part B4.\***

(\* - Please delete as appropriate)

**BACKGROUND PAPERS**

| Background Papers                          | Held At  | Contact                                      |
|--|--|--|
| GW1 Domestic Abuse Services September 2014 | Community Safety Partnership Service, 160 Tooley Street, SE1 2QH | Sharon Ogden, Safer Communities Team Manager |
| GW2 Domestic Abuse Services, February 2015 | Community Safety Partnership Service, 160 Tooley Street, SE1 2QH | Sharon Ogden, Safer Communities Team Manager |
| GW3 Domestic Abuse Services, June          | Community Safety Partnership Service, 160 Tooley Street, SE1 2QH | Sharon Ogden, Safer Communities Team Manager |

**APPENDICES**

| No | Title                                    |
|----|--|
| 1. | Performance Outputs and Outcomes 2018/19 |

**AUDIT TRAIL**

|                      |  |
|----------------------|--|
| <b>Lead Officer</b>  | Stephen Douglass, Director of Communities    |
| <b>Report Author</b> | Sharon Ogden, Safer Communities Team Manager |
| <b>Version</b>       | Final  |
| <b>Dated</b>         | 19 September 2019                            |
| <b>Key Decision?</b> | Yes  |

| <b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b> |                        |                          |
|---|------------------------|--------------------------|
| <b>Officer Title</b>  | <b>Comments Sought</b> | <b>Comments included</b> |
| Head of Procurement   | Yes                    | Yes                      |
| Director of Law and Democracy   | Yes                    | Yes                      |
| Strategic Director of Finance and Governance                            | Yes                    | Yes                      |
| Head of Home Ownership  | N/a                    | N/a                      |
| <b>Contract Review Boards</b>   |                        |                          |
| Departmental Contract Review Board                                      | Yes                    | Yes                      |
| Corporate Contract Review Board   | Yes                    | Yes                      |
| <b>Cabinet Member</b>   | Yes                    | Yes                      |
| <b>Date final report sent to Constitutional Team</b>                    |                        |                          |