

Decision Taker:	STRATEGIC DIRECTOR FOR ENVIRONMENT, NEIGHBOURHOODS AND GROWTH
Date:	July 2024
Report title:	Gateway 1 Procurement Strategy Approval Domestic Abuse and Violence Against Women and Girls Support Service
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	n/a
From:	Director of Stronger Neighbourhoods

RECOMMENDATION S

1. That the Strategic Director, Environment, Neighbourhoods and Growth, in consultation with the Cabinet Member for Community Safety, approve the procurement strategy outlined in this report for the Domestic Abuse and Violence Against Women and Girls Support Service for ten (10) years commencing on 6 November 2025 with provisions for contract review and break at years four (4) and eight (8), as outlined in paragraph 89 to 9089 of this report.
2. The report requests the approval of an estimated nominal contract value of £7,384,400 over the 10 year period with annual price variation/indexation. The contract will be split between
 - a. An estimated nominal contract value of £7,384,400 over a 10 year period with annual price variation/indexation for Core Services as detailed in paragraph 94 to 98 of this report.
 - b. A total additional value to accommodate possible future funding secured during the contract lifetime for Additional Services, as outlined in paragraph 99 to 102 of this report.

BACKGROUND INFORMATION

3. Reducing Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) is a key priority for the Council and the statutory Community Safety Partnership. In 2015, Southwark developed a five year Domestic Abuse Strategy highlighting a plan to reduce DA in the borough. In 2019, this was replaced with a five year [VAWG Strategy](#) in recognition of the need to deliver a partnership response to all areas of gender based violence, not only DA.

4. In 2022, recognising the need for a transformative step change in the way that services were brought together under these aims, the Council made a commitment in its delivery plan to “establish a ground-breaking Women’s Safety Centre, so women and girls experiencing violence or abuse can access all the support they need in one place.”
5. In December 2023, Cabinet approved a Gateway 0 options appraisal report setting out detailed background information to this procurement (Appendix 1). The Gateway 0 report considers the available options for delivering a new, transformed service that aligns with the Council’s commitment to developing an innovative Women’s Safety Centre.
6. The Gateway 0 report recommended a procurement process based on a competitive dialogue model as adapted to the Council’s requirements via the Light Touch Regime (LTR) provisions under the Public Contract Regulations 2015. This route was proposed to provide the facility for dialogue through the procurement process to encourage innovation and source a high quality, fit for purpose, value for money future model.
7. Cabinet has delegated the approval of the Gateway 1 procurement strategy to the Strategic Director, Environment, Neighbourhoods and Growth, in consultation with the Cabinet Member for Community Safety.

Current Southwark Domestic Abuse Service

8. Between April 2012 and February 2023, the Council contracted Solace Women’s Aid to deliver a domestic abuse service, providing specialist support services for people impacted by domestic abuse.
9. The contract with Solace came to a natural end in early 2023. In February 2023, the existing Refuge Safe Accommodation contract for which Refuge have been delivering the service since 2016, was extended to include delivery of all domestic abuse services previously provided by Solace. The service was named the Southwark Domestic Abuse Service.
10. In April 2024, the contract with Refuge for the Southwark Domestic Abuse Service was extended for a period of 15 months ending on 6 November 2025 with an option to extend for a further contingency period of up to 12 months until 6 November 2026. The annual contract value for this service in 2024/25 is £836,131.
11. The purpose of the extension was to enable continuation of service delivery while the Council undertook a full service review and recommissioning process to ensure that a future service would be aligned with the Council’s aspirations to transform DA and VAWG services, linked to its commitment to deliver a new Women’s Safety Centre by 2026. Further details of this process are provided in paragraphs 17 to 25.
12. The following services are delivered under the current contract:

- Survivor Advocacy and Support Service; provided by eight Independent Gender Violence Advocates (IGVAS)
- Sanctuary Scheme – implementation of home safety measures
- Child Therapeutic Programme
- Adult Survivors Counselling Programme
- Service User Group work programme – ‘Own my life’ programme
- Iris Programme – enhanced domestic abuse support in all GP surgeries
- Homelessness Independent Domestic Violence Advocacy (IDVA) embedded in Southwark Housing Solutions
- Training
- Safe accommodation - Southwark Refuge provides 31 single sex accommodation bed spaces

Other current services included in the procurement

13. In addition to the Southwark Domestic Abuse Service contract with Refuge, the Council funds additional specialist domestic abuse services under two smaller contracts. These are both currently contracted until March 2025 and are external grant funded. The budgets and services provided under these contracts will also be included within the scope of the new contract to be delivered as part of the overall new service. Please see Appendix 2 for implications considerations. These contracts are:
 - a. Yuva Child and Adolescent to Parent Violence and Abuse project - the Council contracts with the Richmond Fellowship to provide the Yuva project for young people using violence in close relationships. The budget for this service in 2024/25 is £20,000.
 - b. Healthy Relationships project - the Council contracts with Bede House to deliver healthy relationships workshops including online harms in schools and youth settings to address misogyny and promote healthy relationship attitudes and behaviours. The budget for this service in 2024/25 is £11,742.

Current services excluded from the procurement

14. The Council contracts with Refuge to provide 31 single sex safe accommodation bed spaces in Southwark for women and children fleeing domestic abuse from across London and the UK. The annual contact value for this element of the Refuge Accommodation contract in 2024/25 is £157,312. This contract is due to end November 2025 and has a provision to extend until November 2026.
15. The current domestic abuse journey pathways within the council have been identified as a roadmap ([current domestic abuse journey pathways / roadmap](#)).

16. For reasons set out below the safe accommodation services will be excluded from this procurement and subject to further review to inform decisions on future delivery. Reasons include:
- a. There are very few providers of refuge accommodation services compared to potential providers of advocacy and support services, so combining the services in a single procurement risks narrowing the market significantly.
 - b. Users of safe accommodation services in Southwark and the advocacy support funded by the Council are typically distinct from each other, as refuge accommodation is usually sought outside of a victim's home borough.
 - c. Prior to 2023 the Southwark safe accommodation provision was contracted separately to the advocacy and support service and this approach is common across other boroughs.
 - d. Southwark's safe accommodation offer would benefit from further review, considering Southwark's obligations alongside those of the Greater London Authority (GLA) as the tier one authority under Part 4 of the Domestic Abuse Act 2021, value and impact.

Summary of the business case/justification for the procurement

Development of the needs analysis

17. Building on the evidence base that informed the 2019 strategy, over 2023 and early 2024 the Council completed an in-depth review of DA and VAWG services in Southwark. The service review included a review of current domestic abuse service provision with stakeholders, statutory and voluntary sector organisations, and service users, to understand what is working well, what needs to be improved, and where there are gaps in the current service.
18. The review was informed by a statistical review of VAWG crime data, supported with data from housing and children's services, and existing service providers, to shape an up to date needs assessment. This data was supplemented by a widespread engagement exercise, which included:
- Stakeholder events attended by over 80 participants from the voluntary and community sector, Council services, police and other public services across health, social care, education and housing.
 - Individual meetings and interview with grassroots and specialist by and for organisations.
 - Input from the Council's Expert by Experience Panel of domestic abuse survivors.
19. This process has fed into the development of a detailed Strategic Needs Assessment and Equalities Impact and Needs Assessment (Appendix 2) outlining the case for a transformed service, please see section 105 of this report for details on the consultation process used

20. Drawing on the extensive contributions from survivors, services and the voluntary and community sector, the key headline areas identified in relation to the development of a new service can be summarised under the headings listed below.

a. **Range and scope of services**

Services should be more accessible by and appropriate for all ages and communities. Central to this will be the availability of specialist by-and-for services for groups whose needs are currently underserved and who face additional barriers to accessing support. All services, whether specialist advocacy or wrap-around services related to areas such as housing, health or immigration status should be victim-focused, coordinated and responsive to need and risk levels. There is also a need for increased work with communities and families on prevention, and an increased focus on working with perpetrators to address the causes of abuse and violence.

b. **How services are organised**

Where possible there is a need for support and advocacy to be co-located with specialist and wrap-around services such as those related to health and wellbeing, housing, legal advice, employment and benefits advice, and similar. Services should be available on a drop-in and appointment basis. To ensure services have the widest reach and barriers to access are lowered, they should be offered on an outreach basis in community settings. Similarly, community and grassroots organisations that often provide formal or informal support to women and girls can also benefit from 'inreach' within specialist DA and VAWG settings to reduce the number of contact points for victims. To further reduce complexity for victims when accessing support and in the management of perpetrator engagement there is a need for improved case management networks, protocols and relationships across statutory, voluntary and community services.

c. **Skills, awareness and capacity**

To support better access to services and reduce the time between incidents of abuse and violence and access to support, workers in frontline services and community settings play a critical role. There is a need to raise skills and capacity across statutory, voluntary and community services to support disclosure and effective referral for both victims and perpetrators.

d. **Communications and public perception**

There is a need to review how services are promoted, particularly to groups who face additional barriers to accessing services. Within a general need to raise awareness of the range of support and services related to DA and VAWG available to Southwark residents, there should be a focus on overcoming fear of engagement, reaching all ages and communities, supporting prevention, and encouraging earlier disclosure.

Governance and oversight

21. The development of the procurement strategy has been overseen by an independently-chaired steering group of key Council officers and representatives of external partners with a remit to provide input and challenge to the process. The steering group was established in March 2024 and has met five times to date.
22. The table below lists the membership of the Domestic Abuse and Violence Against Women and Girls Transformation Steering Group.

<u>Chair</u> Independent Scrutineer for Children’s and Adults’ Safeguarding in Southwark	
<u>Council</u>	<u>Partners</u>
<ul style="list-style-type: none"> • Cabinet Member for Community Safety • Strategic Director, Environment, Neighbourhoods and Growth • Director, Public Health • Director, Children and Families • Director, Adult Social Care • Director, Residents Services • Director, Stronger Neighbourhoods • Assistant Director, Community Safety and Partnerships • Lawyer, Contracts Section • Specialist Procurement Adviser 	<ul style="list-style-type: none"> • Metropolitan Police Service • Probation Service • London Fire Brigade • Integrated Care Service • Community Southwark • Voluntary and Community Sector representatives • Kings College London • Southwark GP safeguarding leads

Market considerations

23. The Council last tendered for domestic abuse services in 2012, with contracts since being held with two large national providers of domestic abuse services, Solace and Refuge.
24. The specification for contract requires a combination of effective interventions for victims, survivors and perpetrators of domestic abuse and violence against women and girls, combined with a strategic role in enabling better coordination and management of wider support services for these groups in the borough. Research into the market of providers within the sector indicates that there are likely to be only a small number of large providers with the capacity to provide all the services required. However, capacity to deliver individual elements of the services are to be found across a wide range of potential providers in the local and regional market, primarily within the voluntary and community sector.

25. Research into the commissioning arrangements of other London boroughs indicates that delivery through consortium contracts is common in the sector, where specialist services are distributed across a range of smaller providers under a lead provider that also takes on the contract management, and coordination role. The Council is open to having a contract that is with a single provider or a contract with a consortium arrangement.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

26. The Gateway 0 report approved by Cabinet in December 2023 considered an assessment of strategic service delivery options. The options presented were:
- a. Insourcing
 - b. Shared service delivery with other boroughs
 - c. Decommissioning services
 - d. External procurement, including voluntary sector / not for profit
27. The report recommended that the services be procured externally following a competitive dialogue process adapted to the Council's needs under the Public Contract Regulation's 2015 Light Touch Regime (LTR). The reasons for selecting this approach were:
- a. It is considered that there is currently no solution available off-the-shelf and that readily available solutions (e.g. the current specification) will need adapting to meet requirements and that the solution involves a refreshed or innovative approach to reflect changing conditions and / or methods of delivery and this would give rise to the use of an competitive dialogue model procurement route adapted to the Council's needs within LTR provisions.
 - b. Adopting this route will offer significant benefits to the Council and bidders as it will provide the ability to have dialogue throughout the procurement process. This will be underpinned by a dialogue/negotiation strategy in order to ensure that best value for money is optimised through the process as well as sourcing a high quality, fit for purpose future model.
 - c. For the Council, the process will build confidence in our ability to ensure best value and minimise risk by testing solution deliverability, exploring options for innovation throughout the contractual term and building and testing the relationship between the Council as commissioner and providers as suppliers, to ensure that this will be successful. For bidders, they will be provided with the opportunity to test the future relationship with the Council, discuss areas of concern,

understand future financial exposure and demonstrate to their own governance system that the proposed contract is deliverable and will provide a return on investment, an issue that is critical in a marketplace where suppliers are carefully considering the viability of contracts and opting to participate accordingly. A key element in the ambition to deliver transformation in this area will be seeking to test the maturity and capability of the market in line with affordability.

28. This procurement falls under the light touch regime (LTR) as defined in the Public Contracts Regulations (PCR) 2015.

Issues for consideration when following a competitive dialogue process

29. The competitive dialogue process requires a higher level of resources from bidders than a normal competitive tender. Because of this the process carries a potential risk that not all providers in the market will be able to allocate the available resources to put forward a bid, this is especially the case for smaller providers who may want to bid as a consortium and may require time to both set up a consortium and put forward a bid. Allowing more time for discussions (in particular during round 1) will help to minimise this risk. It should be noted that some providers may opt not to bid if they believe that the cost of participating is too high for the potential rewards.
30. A competitive dialogue process requires additional time to complete, as providers need to be able to discuss with the Council the details of the service and potential ways to provide the service before being able to put together a proposal. Round 1 of the dialogue process should include sufficient time to allow for providers to read and understand the requirements, allow discussions to take place and then put forward a draft proposal.
31. If during the dialogue process, a topic that was not previously considered by the Council arises, it may require the Council to review its requirements from the service. This may lead to delays if the Council has to revise some of its tender/contract documentation. It should be noted that any new topic brought to light in a dialogue during round 2, 3, or 4, it could potentially push the process back to initial discussions if the topic is a core area of the service and all bidders are requested to consider it in their solutions. The extensive consultation and engagement of partners in the development of the specification mitigates this risk in relation to this procurement.
32. It is essential the Council has a clear understanding of the material aspects of bidders' proposals before closing the dialogue phase, to ensure that there is confidence in receiving proposals that meet its requirements when the final tenders are submitted. The Council has allocated up to four rounds of dialogue to allow for this.
33. The Council needs to ensure that it has enough time to carry out dialogues during each round with all bidders and allow enough time to deal with the clarifications and follow up work from these. The selection of times for

discussions will need to consider availability of Council staff (including any absences) as well as that of bidders. While round one tends to hold most sets of the discussions, it should be noted that discussions in later rounds tend to be less frequent but can involve discussion of more detailed or complex topics.

34. Bidders will be given the opportunity to propose amendments to the contract terms as part of their tenders, these would need to be reviewed and responded to in a timely manner during the dialogue stage.
35. Competitive dialogue offers bidders the opportunity to develop and test elements of the solution prior to submitting a proposal. However, as the specification is an output specification there is the potential for “dialogue drift” (moving the topics under discussion away from the scope of the proposed contract and onto other potential areas of business). The Council will put together an evaluation criteria against the specification including any critical success factors of the service, prior to going out to the market ensuring that only the required elements of service are within the specification scope. Additionally, the Council will ensure that moderators attend any discussion meetings to ensure that the agenda for each session is adhered to, and that any actions are documented and confirmed with participants following the meeting.
36. Evaluation of each bid during the dialogue phase will require members of the evaluation team to have enough time to understand the requirement, understand the proposed bids, evaluate the bids against the evaluation criteria and provide feedback to each bidder’s solution about their evolving strengths and weaknesses, based upon the evaluation criteria. Evaluations carried out will need to be on the qualitative and social value aspects of the solution.

Proposed procurement route

37. The key elements of the proposed procurement strategy are set out below.
 - a. Follow a competitive dialogue process adapted under the Light Touch Regulations to the Council’s needs as recommended in the Gateway 0 options appraisal. This is planned to commence in August 2024 with a contract award by June 2025. The new service is expected to be mobilised by the end of 2025.
 - b. Seek innovative proposals for the delivery of a Women’s Safety Centre in Southwark. Models of delivery may be from a single dedicated space, through a neighbourhood-based model of shared spaces, or through a combination of these and alternative approaches.
 - c. Seek innovative proposals for delivery of a new service with core outcomes to:

- i. Deliver DA and VAWG services for victim/survivors in line with local need
 - ii. Raise awareness and help prevent DA and VAWG offences
 - iii. Bring together wider support for victim/survivors and their families
 - iv. Enable wider transformation in networks of collaboration
- d. Be needs and outcomes led and allow flexibility in the detailed scope of services and how services are provided. It is expected that the range of services to be provided will grow from a core initial service into a wider offer over the contract period. Bidders will be required to set out a strategy for working with the Council to secure additional funds to grow the service offer over time, fulfil the full range of service outcomes and meet any new emerging need.
- e. Appoint a provider partner that will work closely alongside the Council to enable better coordination, reach, impact and awareness of all DA and VAWG related services in Southwark, beyond those commissioned by the Council.
- f. Contracting with a consortium would carry some additional risks, controls for which are discussed in the contract management arrangements section of this report at paragraph 85. However, encouraging consortium delivery has the potential to widen the market for the contract with the further advantage of enabling services to be delivered by smaller more local organisations that have close links to communities in need of support.
- g. Tender documents will make clear that proposals from consortia will be welcomed. A Prior Information Notice was published on 16 July 2024 and widespread promotion of the opportunity through provider networks and the local voluntary and community sector is planned to advertise the opportunity. The initial round of competitive dialogue in August and September 2024 will be designed to support providers interested in bidding and allow time for consortia to be formed. These actions are designed to help ensure that the Council will receive an optimal number of high-quality tenders.

38. Summary of the proposed competitive dialogue process (timeline and stages):

Phase	Dates	Actions
Pre-tender	16 July 2024	• Prior Information Notice issued
Pre-tender	July 2024	• Gateway 1 approved

Round 1	August – October 2024	<ul style="list-style-type: none"> • Supplier Selection Questionnaire (SQ) • Initial Invitation to Participate in Dialogue (ITPD) document (high level / outcomes focused draft spec) • Group and 1:1 discussions with bidders that pass SQ • Issuing a refined spec including evaluation criteria following discussions. • First written response.
Evaluation of Round 1	November 2024	<ul style="list-style-type: none"> • Evaluation of first written response. • Amending of draft spec (optional). • Feedback to each bidder's solution. • Down Selection of bidder pool.
Round 2	November 2024 – January 2025	<ul style="list-style-type: none"> • Individual discussion with each provider to refine their solutions. • Second written response.
Evaluation of Round 2	January 2025	<ul style="list-style-type: none"> • Evaluation of second written response. • Amending of draft spec (optional) - this will be final spec if round 4 is not required • Feedback to each bidder's solution. • Down Selection of bidder pool.
Round 3	February 2025	<ul style="list-style-type: none"> • Individual discussion with each provider to refine their solutions. • Third written response / final proposal if no Round 4.
Evaluation of Round 3	February – March 2025	<ul style="list-style-type: none"> • Evaluation of third written response / final proposal if no Round 4. • Final spec issued. • Feedback to each bidder's solution. • Down Selection of bidder pool / Preferred bidder if no Round 4
Round 4 (optional)	March 2025	<ul style="list-style-type: none"> • Individual discussion with each provider to refine their solutions. • Final proposal.
Evaluation of Round 4	March 2025	<ul style="list-style-type: none"> • Evaluation of final proposal. • Preferred bidder chosen.
Contract award	June 2025	<ul style="list-style-type: none"> • Cabinet approval of contract award, dependent on use of Round 4 • Award letters and bidder feedback.

Identified risks for the procurement

39. Specific risks related to following a competitive dialogue process have been considered in detail at paragraphs 29 to 36 of this report.

40. The following additional risks have been identified for this procurement:

No.	Risk	Risk Level	Mitigating Action
Procurement process			
1.	Delays in contracting timetable	Medium	<ul style="list-style-type: none"> • Robust project management in place. • Temporary redeployment of Community Safety resources to keep the process on track; reducing other areas of the timetable that can be shortened.
2.	Not enough tenders received	Medium	<ul style="list-style-type: none"> • Knowledge of the existing market will be applied to ensure that, in addition to advertising the opportunity in FTS and Contracts Finder, it will be targeted at known providers across the region. • Contracting timetable allows for sufficient time to develop and submit high quality bids. • A ten-year contract and the innovative nature of the requirement is expected to encourage interest in the opportunity. • Market engagement event will be held to promote the opportunity and support providers with bidding including how smaller specialist bidders can engage in the bidding process and with other providers i.e. in a consortium.
3.	Limited lead in time for new providers	Medium	<ul style="list-style-type: none"> • The procurement timetable is designed to allow sufficient lead-in time to establish the new network provision and manage any outstanding TUPE issues ahead of implementation.
4.	Lack of corporate experience with the competitive dialogue process.	Medium	<ul style="list-style-type: none"> • A Specialist Procurement Adviser with substantial competitive dialogue experience has been brought on to the project team, dedicated to this procurement.
Service delivery			
5.	Current service quality may decrease during the transitional	Medium	<ul style="list-style-type: none"> • A mobilisation plan will be included within the bid proposal and will be refined with commissioners on

	period including staff resources		award. This will be implemented six months prior to the end of the current contract and will include realistic and evolving milestones and goals throughout the transition. Ongoing support will involve weekly telephone briefings, monthly and quarterly meetings.
5.	Service does not meet the needs of target groups	Low	<ul style="list-style-type: none"> The specification is designed to utilise the breadth of the provider market and ensure specialist offers are available to target groups. The specification will be an evolving specification that will be reviewed and adjusted throughout the contract to meet the developing scope of the service.
6.	Budget insufficient to deliver full range of services initially	Low	<ul style="list-style-type: none"> The specification identifies the priority service areas that the Council would like to see in place in year 1 of the contract. The contract will be designed to encourage both the Council and provider to work together to secure additional funding. The contract structure will allow for variation where additional funds are secured to extend the scope or volume of service delivery.
7.	Budget changes affecting indicative budget for 2025-2035	Medium	<ul style="list-style-type: none"> Contract structure of ten years with reviews at years four and eight allowing break or variation. Contract will also allow for variation with notice (notice period to be determined in the procurement documents) where budgets are reduced or discontinued.
8.	Cost overrun/ underperformance	Low	<ul style="list-style-type: none"> Staged quarterly payments in arrears linked to achievement of key performance indicators (KPIs) gives the Council control over expenditure through contracted claw back mechanisms and will ensure costs do not exceed contractual limits. This also removes the need for performance bonds or parent company guarantees.

9.	Impact of inflation on providers, in particular any SMEs/ Voluntary Community Sector organisations	Medium	<ul style="list-style-type: none"> • The Council has considered the impact on recent inflation and cost of living increases in the development of contract values. • Should financial pressures increase, this will be reassessed and officers will work with providers to ensure contracts remain financially viable and deliverable. • Council and provider will continuously monitor opportunities for external funding in order to add additional value
10.	Covid-19 or any future public health emergencies	Low	<ul style="list-style-type: none"> • Should a public health emergency (such as a pandemic) occur during the lifetime of the contract; the Council will work with providers to ensure services adapt to circumstances and any Government advice and risk assessments are adhered to. • A business continuity plan will be included within the contract.

Key /Non Key decisions

41. This report deals with a key decision.

Policy framework implications

42. The procurement will enable delivery of the [2022-2026 Council Delivery Plan](#) commitment to establish a ground-breaking Women’s Safety Centre, so women and girls experiencing violence or abuse can access all the support they need in one place. It will also support future delivery of women’s safety priorities under the emerging Southwark 2030 framework.

43. The current priorities for the Southwark Community Safety Partnership are:

- Reducing and Preventing Violence and Vulnerability
- Tackling VAWG and Promoting Women’s Safety
- Reducing Drug Related Harm
- Safe and Sociable Estates and Neighbourhoods
- Increasing Trust and Confidence

44. The Domestic Abuse Act came in to force in 2021. Key measures include:

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

- Establishment of a Domestic Abuse Commissioner in Law
 - A duty on Tier 1 Local Authorities (the Greater London Authority (GLA) in London) to provide support to domestic abuse survivors in safe accommodation.
45. In July 2021, the government published [The Tackling Violence against Women and Girls \(VAWG\) Strategy](#). The strategy reiterated the framework of prevention, provision of services, partnership working and perpetrators as the model to tackle VAWG.
46. In June 2022, the Mayor's Office for Policing and Crime (MOPAC) published its refreshed [Violence against Woman and Girls Strategy](#), setting out four priority areas for action; preventing and reducing VAWG, supporting all victims and survivors, holding perpetrators to account, and building trust and confidence.
47. Southwark's five year [VAWG Strategy](#) was approved by cabinet in July 2019. An associated five year delivery plan is being implemented which includes a commitment to review and redesign our local VAWG service offer.
48. Victims and Prisoners Bill Act 2024 which came into force in May 2024 introduced measures in relation to victims of criminal conduct, victims of major incidents, reforms to the parole system, and restrictions on marriage for prisoners who are imprisoned under whole life orders. The act received Royal Assent and became an Act of Parliament following its final stages in the House of Lords on 23 and 24 May 2024 and includes the following elements:
- It places a duty on specified authorities (including local authorities, Police and Crime Commissioners and Integrated Care Boards) to collaborate with each other when commissioning victim support services in order to facilitate more holistic and better coordinated victim support services;
 - It defines Independent Sexual Violence Advisors (ISVAs) and Independent Domestic Violence Advisors (IDVAs), introduces guidance setting out recommended minimum standards and best practice for ISVAs and IDVAs, and place a duty on ISVAs, IDVAs and other persons whose functions relate to victims of criminal conduct, or any aspect of the criminal justice system, to have due regard to this guidance, and how this relates to their role.
49. The Police, Crime, Sentencing and Courts Act 2022 contains a Serious Violence Duty on public bodies. It requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area. The duty also requires the specified authorities to consult educational, prison and youth custody authorities for the area in the preparation of their strategy. Compliance with the Serious Violence Duty and alignment with the GLA

Pan London Violence Reduction Unit and associated violence reduction action plan commitments.

Procurement project plan (Key decision)

50. The below timetable is an indicative timetable as there are variables that can change the timeline.
51. The competitive dialogue process for this procurement will incorporate a longer round 1 to allow for negotiations and understanding of the scope for providers. It will also allow time for providers to set up a consortium should they decide this is required.
52. Round 4, is an optional round which will only be used if after evaluation of round 2, the project team feel an additional round of dialogue will be required. If the project team decide that this will not be required, then round 3 becomes the final round.

Activity	Complete by:
DCRB Review Gateway 1:	03/07/2024
CCRB Review Gateway 1:	18/07/2024
Brief relevant cabinet member (over £100k)	13/06/2024
Prior Information Notice (PIN) to inform the market of the opportunity (SQ & Draft Spec)	16/07/2024
Approval of Gateway 1: Procurement strategy report	22/07/2024
Notification of Key Decision	23/07/2024
Completion of tender documentation	30/07/2024
Call-In period complete	06/08/2024
Sign off of tender documentation (legal, procurement)	06/08/2024
Publish Invitation to Participate	13/08/2024
Publication of Find a Tender Service Notice	13/08/2024
Market Engagement (Group Discussion)	25/08/2024
Bidder queries / question / clarifications	03/09/2024
Clarification log	04/09/2024
Closing date for receipt of expressions of interest	13/09/2024
Shortlisting of SQ	27/09/2024
Invitation to tender for bidders who pass SQ	03/10/2024
Dialogue & bidder clarification to run concurrently	23/10/2024
Closing date for return of tenders Round 1	31/10/2024

Clarification of bids received	04/11/2024
Completion of evaluation of tenders Round 1	25/11/2024
Invitation to tenders for bidders Round 2	26/11/2024
Dialogue & bidder clarification to run concurrently	17/12/2024
Closing date for return of tenders Round 2	08/01/2025
Clarification of bids received	24/01/2025
Completion of evaluation of tenders Round 2	30/01/2025
Invitation to tenders for bidders Round 3	01/02/2025
Dialogue & bidder clarification to run concurrently	06/02/2025
Closing date for return of tenders Round 3	15/02/2025
Clarification of bids received	04/03/2025
Completion of evaluation of tenders Round 3	06/03/2025
Invitation to tenders for bidders Round 4 (if used)	07/03/2025
Dialogue & bidder clarification to run concurrently	13/03/2025
Closing date for return of tenders Round 4	20/03/2025
Clarification of bids received	27/03/2025
Completion of evaluation of tenders Round 4	31/03/2025
Forward Plan (if GW2 is key decision)	February 2025
DCRB Review Gateway 2: Contract award report	April 2025
CCRB Review Gateway 2: Contract award report	April 2025
Notification of forthcoming decision (if GW2 is key decision)	April 2025
Approval of Gateway 2: Contract Award Report	May 2025
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision (If GW2 is key decision)	May 2025
Debrief Notice and Standstill Period (if applicable)	May / June 2025
Contract award	16/06/2025
Add to Contract Register	23/06/2025
TUPE Consultation period (if applicable)	TBC
Place award notice in Find a Tender Service	23/06/2025
Contract starts	06/11/2025
Initial Contract completion date	05/11/2029
Contract completion date – if extension(s) exercised	05/11/2035

TUPE/Pensions implications

53. TUPE is likely to apply where the incumbent provider has in place an organised grouping of employees whose principal purpose is the carrying out of the activities that is exclusively for Southwark and which are the subject of the new contract. Due diligence of the current suppliers' workforce will be carried out to assist in informing the tender process. This due diligence work needs to be carried out before the tender process commences as its results need to be included in the tender pack.
54. There are no TUPE or pensions implications for the Council as an employer because the Council's contract management and administrative function will remain with the Council and these activities will not form part of the contract specification. The Council's role will involve acting as a conduit through which information on provider staff can be collated and communicated to bidders. Consideration of timescales linked to the TUPE process has been accommodated within the project plan and appropriate provision for TUPE will be made within relevant conditions of contract. The bidders will need to take their own independent legal advice on the application of TUPE and whilst the Council can form a view it should not give any assurances or warranties or make any representations in the tender process.

Development of the tender documentation

55. The tender documentation will be developed in line with the Council's procurement and legal guidelines and with advice from relevant Council officers. The specification, evaluation criteria, pricing documents and the conditions of the contract agreement will be developed by officers with specialist knowledge of DA and VAWG services in the Council's Community Safety Team.

Advertising the contract

56. The contract will be advertised through FTS and Contracts Finder, as well as being directly notified to local government networks and partnerships such as the Community Safety Partnership, London Councils, Community Southwark and known provider networks, thus ensuring a particular focus on those operating in Southwark, but also using knowledge of providers from other commissioning bodies and local authorities.

Evaluation

57. Evaluation panels will be made up of representatives from the Community Safety Team, other Council departments, and external organisations with relevant knowledge of DA and VAWG services as needed.

58. The contract will be awarded using a competitive dialogue process consisting of an initial Supplier Questionnaire (SQ) stage and rounds of dialogue culminating in a final tender submission, as set out below.
59. **Stage One - SQ:** Bidders will be asked to demonstrate their capacity to deliver a contract. The standard version of the SQ will be utilised for this with additional questions asked regarding Quality Assurance, Equalities, Safeguarding and Health and Safety. General compliance will be assessed on a pass/fail basis. Technical and professional ability questions will be evaluated using the Council's standard scoring system and key criteria will include service delivery, local knowledge and outreach and engagement. Bidders are likely to be required to achieve a minimum score of three (Satisfactory response) on each question in order to progress to ITPD.
60. **Stage 2 - Competitive dialogue rounds 1-4:** In these stages, quality and price will be tested. Bidders will be asked to complete a set of questions which will assess quality, using a weighted model of 95% quality, and 5% social value. The Council's usual quality price ratio is 30% quality and 70% price, however a higher quality weighting is required due to the need to ensure a high standard of service for a range of vulnerable groups, who could be actively harmed by an inappropriate intervention.
61. Method statements will be used to evaluate tenders against key quality criteria such as accessibility and reach, client journey, innovation and partnership working. Method statements will be evaluated and feedback provided between each round of dialogue.
62. The price/output evaluation will assess the number of people that can be supported under defined measures for the tendered proposition. Bidders will be asked to give their estimates of the outputs that they can provide for the contract cost. The Council will also assess the cost of contract implementation before service delivery commences and the sustainability of price to ensure abnormally low/unsustainable tenders are rejected.

Community, equalities (including socio-economic) and health impacts

Community impact statement

63. The Council's [VAWG Strategy](#) 2019–2024 clearly identifies a need for provision of domestic abuse services to meet the needs of residents in this regard. The development of a new needs assessment including widespread engagement with community organisations and diverse survivors' voices has reinforced the need for such services and highlighted key considerations for ensuring provision is accessible to and meets the needs of all Southwark's communities.
64. The specification and proposed approach to procurement have been designed to encourage interest from smaller community-focused organisations to bid as members of consortia. This approach aims to

achieve service delivery that is better aligned with, and delivered closer to, communities that may be under-served by current provision.

65. An Equality Impact Needs Assessment was undertaken in March 2022. This has been reviewed and updated (June 2024). Please see paragraph 67 and Appendix 2.
66. The contract will include a robust equalities and diversity-monitoring framework which is in line with the Council plan priorities. The data collected will allow us to identify whether the contract is effective in meeting the needs of all community groups or if there are any areas for improvement that need to be addressed. This data will continue to be provided during the transition period between the current provision and the new contract.

Equalities (including socio-economic) impact statement

67. 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.
68. The Gateway 0 strategic options appraisal report for this procurement summarises the wide range of equalities considerations for the Council in commissioning domestic abuse and violence against women and girls services.
69. An Equality Impact and Needs Assessment (EQINA) was undertaken in 2019 in consideration of the development of the VAWG Strategy. This was reviewed and updated in January 2022 as part of the developmental work for the recommissioning of domestic abuse services, updated again in 2023 for the extension of the contract for the Southwark Domestic Abuse Service, and again in 2024 for this procurement. The findings of the EQINA have informed considerations around the development of the core principles of the service specification and how a future service model will maximise engagement with different groups in order to reduce risk and harm.

Health impact statement

70. The health impact of domestic abuse is well researched and is evidenced throughout the Council's 2019-2024 [VAWG Strategy](#) and the EQINA appended to this GW1 report.

71. The Gateway 0 strategic options appraisal report for this procurement summarises health impact considerations for the Council in commissioning domestic abuse and violence against women and girls services.
72. The proposed procurement approach has been informed by these findings along with input from health professionals from the South East London Integrated Care Service, NHS trusts and local authority Public Health. The specification will require an integrated approach to service delivery, involving health and wellbeing activities covering mental, emotional and physical health. The contacted provider(s) will be expected to create close and effective working relationships with health services including Primary Care health services such as GPs and sexual and reproductive health services, NHS Trusts and specialist health services including mental health and drug and alcohol services.

Climate change implications

73. The recommendations as set out in this report are not considered to have any adverse effect on climate change.
74. Where feasible and practical, consideration will be given to measures such as reducing waste and using online means to meet with service users, reducing the need to travel and associated environmental impact.

Social Value considerations

75. 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 details of how social value will be incorporated within the tender are set out in the following paragraphs.
76. Social value proposals will contribute 5% to the total tender score, distinct from price and quality. Social value scores will be made up of a quantitative value and a qualitative assessment of a method statement for delivery.
77. Bidders will be provided with a list of the Council's social value priorities, applicable to the tender, from which bidders will be required to choose those that they would like to deliver under the contract.
78. Using the Council's themes, outcomes and measures (TOMs) framework, bidders will be required to provide the following as part of their bid:
 - Quantified Social Value targets for each activity chosen against relevant TOMs measure
 - A method statement to describe how they intend to deliver each activity chosen (i.e. resources, timeline, monitoring)

79. Bidders will be asked to submit a first response during round one of the competitive dialogue, which can be discussed and amended in subsequent rounds until all bidders submit a final response.

Economic considerations

80. The nature of the service requires delivery within the borough and this will provide opportunities for local labour, bringing local economic benefits.
81. 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

82. The proposed services will improve the life chances of individuals experiencing domestic abuse and violence against women and girls, reducing the negative impact of these crimes on themselves, their children and their families.
83. The appointed provider will be required to meet the Council's London Living Wage (LLW) requirements by paying at least LLW to relevant staff.

Environmental/Sustainability considerations

84. The proposed service provision will have minimal impact on the environment. Where feasible and practical, consideration will be given to measures such as reducing waste and using online means to meet with service users, reducing the need to travel and associated environmental impact.

Plans for the monitoring and management of the contract

85. The Council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
86. The contracts will be managed and monitored within existing staff resources in the Community Safety Team. Contract monitoring arrangements in line with Council procedures and established processes will include:
- Payment related to achievement of KPIs
 - Quarterly monitoring of outputs and outcomes
 - Regular meetings with contractor's project manager to review and manage performance

- Regular review of costs
 - Consultations with internal colleagues of this project to monitor its contribution to Council-wide policies and priorities
 - Management and oversight of ongoing risks and staging of payments following the completion of project phases
 - Improvement planning where two consecutive quarters of underperformance occurs
 - Annual performance reports to Departmental Contracts Review Board (DCRB)
 - Annual performance reports to Corporate Contracts Review Board (CCRB) within six months of the contract anniversary
 - Evaluation of service delivery – minimum every four years
87. Payments will be made on a quarterly basis in arrears subject to achievement of defined performance output measures by the provider.
88. In the case of consortium delivery, the lead provider will retain ultimate contractual accountability for the performance and quality of all consortium members. In addition, to ensure the Council has visibility over the full scope of service delivery, contract management arrangements will apply to all sub-contracted members of the consortium. The Council will also retain the right under the contract to require the lead provider to terminate with and replace a subcontractor where performance is persistently unsatisfactory or for other reasons concerning risk to the contract or the Council, where reasonable efforts to resolve the issue have been unsuccessful. Where the lead provider is failing, the Council could allow the sub-contracting members to re-elect a lead provider.
89. To reflect the Council's aspiration for this procurement to underpin a long-term transformation of services, the proposed contract duration will be ten years. Options for review and break will be included at years four (4) and eight (8) to provide mechanisms for the contracted service to adapt to changes in requirements. The last two years are included to allow for a procurement exercise to take place prior to the end of the contract.
90. These review points will be informed by a full evaluation of performance, review of all elements of service delivery methods, KPIs, financials and any changes related to, for example, residents' needs, budgets, strategy or alignment with wider services and will be completed before the end of years four and eight. Should it become necessary to "break" the notice period would need to be sufficient to enable a planned exit and re-procurement.

Staffing/procurement implications

91. The procurement process will have several dedicated resources allocated including a project manager, transformational lead, a procurement specialist, a commissioner and input from Programme and Change.
92. For contract management, there are no direct staffing implications. However there will be quarterly monitoring visits and all other contract

management meetings/ work will be undertaken by a dedicated contract officer. Resources will also be available from the Community Safety Team's to help lead meetings.

93. Should a consortium model be chosen there is likely to be additional resources allocated to day to day contract management. All staffing resources for the contract as appropriate will be from within existing staffing arrangements.

Financial implications

94. The estimated nominal contract value in the first year of delivery will be £738,400 for Core Services.

95. This figure includes £524,820 of Council funds and £213,580 allocated from external grants to the Council, which are currently in place until 31 March 2025, where it is considered there is a reasonable likelihood of renewal based on a record of ongoing budget commitments. The sources of these grants are:

- South East London Integrated Case Service (£20K)
- Homelessness Prevention Grant (Department for Levelling Up Housing and Communities) (£78K)
- London Crime Prevention Fund (Mayor's Office for Policing and Crime) (£116K)

96. Dates for clarification on the renewal of the grants listed above are not available at the date of this report. They are expected to be confirmed following the publication of the Invitation to Participate in Dialogue (ITPD). The tender documentation will therefore need to make clear the process for informing all bidders of any amendments to the projected budget during the period of competitive dialogue.

97. The contract value over a 10 year period will include annual price variation/indexation. These indices will apply at the anniversary of the contract and will be calculated over the term of the contract over a number of years i.e. increase/decrease based on the cumulative value of the contract. The indexation to be used will be the Consumer Price Index (subject to any changes in council's financial processes).

98. The above funding plans confirms that there is sufficient budgets to provide the Core Services of the contracts, however, this will be monitored on a regular basis and contracts should only be let against confirmed funding, and any additional grant funding to cover indexation

99. Recommendation 2b seeks to approve an additional amount to accommodate possible future funding sources. Should future funds be secured, spend will be subject to approval via Gateway 3 reports at the appropriate time in line with the council's governance process.

100. Precautions will be taken under section 72(1) of the PCR2015 and the Council's funding intentions will be made clear within the ITPD and contract. The option to modify the contract will provide relevant grounds for modification under the PCR 2015.
101. It is the Council's intention that as this contract develops, providers will be expected to initiate and enable funding mechanisms to help the service evolve. Additionally, the Council may secure additional funding for this service in the future as the DA and VAWG sector is a developing area and future funding may become available at a later stage.
102. The tender documents will highlight the priorities of the Core Services to be covered by the available budget and a roadmap of Additional Services moving forward to enable bidders to put forward a bid that incorporates funding initiatives for the Additional Services. The ITPD will allow for variations in contract to allow for changes associated to secured funding be it via the Council or the provider.

Investment implications

103. There are no investment implications.

Legal implications

104. Please see concurrent from the Assistant Chief Executive, Governance and Assurance.

Consultation

105. Extensive consultation with partners and service users took place in the development of the Councils [VAWG Strategy](#). This included discussions with 40 stakeholder and voluntary organisations representatives, and 20 individuals with lived experience as part of a group discussion.
106. In developing the service requirements for this procurement, further consultation was carried out as follows:
 - Oversight and input from the members of the Domestic Abuse and Violence Against Women and Girls Transformation Steering Group as detailed at paragraph 22.
 - Advice and input from the VAWG strategic group which reports to the statutory community safety partnership
 - Stakeholder engagement events with online questionnaires and group discussions, held on the 2 and 9 February 2024, attended by over 80 participants from the voluntary and community sector, Council services, police and other public services across health, social care, education and housing.

- Individual meetings and interviews following up on issues raised in the stakeholder events with grassroots and specialist by-and-for organisations.
- Input from the Council's Expert by Experience Panel of domestic abuse survivors established in March 2024.
- Presentation and discussion at the Forum for Equalities and Human Rights in Southwark in June 2024.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

107. This report seeks approval of the procurement strategy for the Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) Support Service, currently anticipated to result in award of contract(s) for ten (10) years, commencing on 6 November 2025 with provisions for contract review and break at years four (4) and eight (8), as outlined in paragraphs 89 to 90, with an estimated nominal contract value of £7,384,400 over the 10 year period including annual price variation/indexation as further detailed in paragraphs 2a and 2b.
108. The nature and value of the services to be procured dictates alignment with the Public Contracts Regulations 2015 (PCR 2015) and services covered by the Light Touch Regime (LTR). In accordance with PCR 2015, the council must follow an advertised and competitive procurement process (detail of the proposed procurement approach and model is contained within paragraphs 37 – 38 and confirms alignment with PCR 2015 requirements, acknowledging use of a competitive dialogue procedure as adapted to the council's requirements and desired, collaborative approach to design of a service model). The report is also consistent with the council's Contract Standing Orders, which reserve decision to approve the recommendation to the Strategic Director for Environment, Neighbourhoods and Growth, in consultation with the Cabinet Member for Community Safety, following review at DCRB and CCRB, and subsequent to approval of delegation from Cabinet in preceding Gateway 0.
109. Headline risks associated with the recommendation are contained within paragraphs 29 – 36, as specific to the procurement model, and table below paragraph 40 (in general).
110. Intended alignment with the Fairer Future Procurement Framework (FFPF) is referenced within the content of paragraphs 63 – 84. Social Value considerations are detailed at paragraphs 75 - 79. Confirmation of London Living Wage (LLW) payment to relevant staff engaged on the intended contract is contained at paragraph 83.
111. Proposed methodology for performance/contract monitoring is detailed within paragraphs 85 - 90. The report also confirms that an annual performance review will be provided to the council's DCRB and CCRB in alignment with council Contract Standing Orders.

112. The Community, Equalities and Health Impact Statements are contained within paragraphs 63 – 72.
113. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are detailed at paragraphs 73 – 84.

Assistant Chief Executive - Governance and Assurance (SB220724)

114. This report seeks approval of the procurement strategy for the Domestic Abuse and Violence Against Women and Girls Support Service for a period of 10 years commencing on 6 November 2025, including provisions for contract review and break at years 4 and 8.
115. The services which are to be procured fall within the scope of the categories of “light touch” services as defined in the Public Contracts Regulations 2015 (PCR). The council intends to follow a competitive dialogue procedure which meets the requirements of the PCR and is appropriate for use in cases where the council is unable to define its service requirements in precise terms and/or seeks innovative solutions. The details of the process are set out within paragraphs 37 and 38.
116. It is also confirmed that the recommendations of this report are consistent with the council’s Contract Standing Orders, which reserve the decision to the Strategic Director for Environment, Neighbourhoods and Growth, in consultation with the Cabinet Member for Community Safety, following consideration of the report by the departmental and Corporate Contract Review Boards, following the previous delegation by Cabinet noted in paragraph 7.
117. When making procurement decisions the council must consider and have due regard to any effects of the decision on the community at large and, in particular on people identified as possessing a “protected characteristic”, as defined in the Equality Act 2010. The community and equalities impact statements contained in paragraphs 63 to 69 of this report note the relevant equalities considerations affecting this service and its delivery and, in particular note that an Equality Impact Needs Assessment (EINA) has been conducted, reviewed and refreshed for the purpose of measuring the effect and impact of the proposed procurement on service users. Officers should review and refresh the EINA at intervals in order to ensure that the needs of those service users having a protected characteristic are addressed and met fully. Conducting such an exercise assists the council to demonstrate compliance with the Public Sector Equality Duty (PSED) contained in section 149 of the Act.
118. Paragraphs 105 and 106 note and confirm the nature and scope of consultation that has been carried out in order to inform and develop the council’s service requirements.

Strategic Director of Finance (ENG24/051)

119. This report requests approval from the Strategic Director, Environment, Neighbourhoods and Growth, in consultation with the Cabinet Member for Community Safety of the procurement strategy for the Domestic Abuse and Violence Against Women and Girls Support Service for a period of 10 years at an estimated contract value £7,384,400. Full details are contained within the main body of the report.
120. The SD notes that the contract is to be funded by a variety of internal services and external grants. It is also noted that the dates for clarification on the renewal of the grants listed above are not available at the date of this report.
121. The SD also notes that there is adequate funding to provide the core services of the contracts. There is also a recommendation seeking approval for an additional funding secured during the contract lifetime to accommodate additional services. Should future funds be secured, spend will be subject to approval via Gateway 3 reports at the appropriate time in line with the council's governance processes.
122. The SD also notes that this contract value is based on a funding envelope which will be similar for all bidders, thus the contract evaluation will focus on price per output which is included in the quality matrix of the evaluation. To ensure Vfm, it is advised that the contract awarding service ensures adequate KPIs are introduced as part of the contract management, with input from Finance where necessary, to ensure the contract continues to deliver value added services and where possible drives down cost per intervention.
123. The SD notes that the council will only be responsible for indexation that relates to the core service funded by the council.
124. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

Director of Exchequer (for housing contracts only)

- 125.

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 (and as otherwise recorded in Part B below).

Signature 

Date 7th August 2024

Designation Toni Ainge – Strategic Director of Environment, Neighbourhoods & Growth

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

- 1) All key decisions taken by officers
- 2) Any non-key decisions that are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available (see ‘FOR DELEGATED DECISIONS’ section of the guidance).

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 *

- * Contract standing order 6.4.1 states that for contracts with an Estimated Contract Value of £100,000 or more, the lead contract officer (LCO) must consult with the relevant cabinet member before a procurement strategy is implemented.

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.

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)

7. CONSIDERATION GIVEN TO WHETHER, AS A NON-KEY DECISION, THIS SHOULD BE FORWARDED TO THE CONSTITUTIONAL TEAM FOR PUBLICATION IN ACCORDANCE WITH REGULATION 13(4)*

The decision taker should consider whether although a non-key decision, the decision is sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available. Where there is any doubt, having considered the importance and/or sensitivity of a decision, it should be deemed that Regulation 13(4) would apply.

I consider that the decision be made available for publication under Regulation 13(4).*

or

I do not consider that the decision be made available for publication under Regulation 13(4).*

(* - Please delete as appropriate)

* Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Council is required to put in place a scheme for recording and publishing some officer executive decisions. This process is sometimes referred to as “Regulation 13(4)”.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Strategic Needs Assessment (SNA) – completed by Paula Wilkinson	Community Safety / Environment, Neighbourhoods and Growth	Sima Khatun 02075251938
Link: \\bsth-str-ns3\Comm Saf Supp\CS_P\Safer Communities\VAWG\VAWG Transformation 2024\Commissioning\Strategic Needs Analysis\SNA - GW1		

APPENDICES

No	Title
Appendix 1	Gateway 0 - Domestic Abuse and Gender Based Violence Services
Appendix 2	Equalities Impact and Needs Assessment (EQINA)

AUDIT TRAIL

Lead Officer	Toni Ainge, Acting Strategic Director	
Report Author	Sima Khatun, Specialist Procurement Advisor	
Version	Final/complete version of the report	
Dated	22 July 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance	Yes	Yes

Head of Procurement	Yes	Yes
Assistant Chief Executive - Governance and Assurance	Yes	Yes
Director of Exchequer (for housing contracts only)	N/A	N/A
Cabinet Member - Cllr Natasha Ennin	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes/No
Date final report sent to Constitutional /Community Council/Scrutiny Team		23 July 2024