

## Specification Pan London Domestic Violence Service

### Summary

1. This opportunity offers conditional grant(s) up to the maximum value of £5M for a pan London domestic violence (DV) service from July 2015 to June 2017.
2. The service has two parts:
  - Part1: Strategic coordination and direct support to domestic violence victims/survivors; and
  - Part 2: Innovation to reduce the number of victims/survivors who withdraw from the criminal justice process.
3. MOPAC is commissioning on a sub-regional basis, with boroughs clustered to four sub-regions of London.
4. The indicative profile of spend is as follows; however there is potential for flexibility between service parts 1 and 2 and across the service years. Please note that the upfront mobilisation<sup>1</sup> funding can be no more than 20% of the overall funding amount.

Service Part	Mobilisation payment	Service Year 1	Service Year 2	Total
1. Strategic co-ordination and direct support to victims/survivors	£840,000	£1,680,000	£1,680,000	£4,200,000
2. CJS Innovation	£160,000	£320,000	£320,000	£800,000
<b>Total</b>	<b>£1,000,000</b>	<b>£2,000,000</b>	<b>£2,000,000</b>	<b>£5,000,000</b>

5. Providers may submit a bid for delivery of the service in a single sub region, multiple sub regions, or the whole of London; however provider(s) must bid for parts 1 and 2 of the service. The term 'bid' throughout this specification refers to the written submission from the provider(s) in response to this specification.
6. In recognition of the specialist nature of the services required, MOPAC expects that the delivery model of provider(s) adequately addresses the specific nature of the different requirements across the sub region of London. MOPAC welcomes either a consortia arrangement or a single provider to meet this requirement. Consortia arrangements must be led by a prime provider who will have overall responsibility for the delivery and performance management of the grant agreement with MOPAC.

<sup>1</sup> The mobilisation payment is for up to 20% of the overall funding and is for a three-month period from April to June 2015 for recruitment and other set up costs

7. MOPAC holds overall decision making with regard to the grant but that broader strategic direction and support is provided to by the Mayor's Violence Against Women and Girls (VAWG) Panel<sup>2</sup>. Providers will be expected to report performance information and monitoring to MOPAC.

## **1. Introduction**

- 1.1 The Mayor's 2012 Manifesto included a commitment to commission and fund a pan London domestic violence (DV) service and maintain the number of Independent Domestic Violence Advocates (IDVAs), who are professional case workers for high risk victims/survivors of domestic violence. The important role of IDVAs in supporting victims/survivors who wish to pursue a criminal justice outcome is recognised.
- 1.2 This commitment was reaffirmed in MOPAC's Police and Crime Plan. This Plan outlined six key objectives, including a 20% reduction in key neighbourhood crimes and a 20% increase in timeliness in the criminal justice system. Tackling domestic violence is critical, as it makes up 34% of the 'violence with injury'; violence with injury is the only one of the 'MOPAC 7'<sup>3</sup> crime types that is increasing; and there are high levels of re-victimisation of domestic violence victims/survivors. There was an 11.3% increase in recorded domestic abuse violence with injury crimes between 2012/13 and 2013/14 in London and MPS data indicates that on average a quarter of domestic abuse victims/survivors have been a victim more than once in a year.
- 1.3 The manifesto commitment was also consulted upon during the development of the Mayor's Violence Against Women and Girls (VAWG) 2013-17 Strategy Refresh and reaffirmed in the published strategy. MOPAC has three key objectives for addressing VAWG which this commitment supports, which are to:
  - boost reporting, thereby improving confidence;
  - tackle repeat victimisation, supporting victims/survivors of rape and domestic abuse to cope and recover and/or support through the criminal justice system should they choose to do so; and
  - bring perpetrators to justice including gripping high harm offenders.
- 1.4 The manifesto commitment has also been considered as a part of MOPAC's new role as commissioner of victims' services for London. MOPAC plans to drive a 'whole system' approach to supporting victims of crime to cope and recover that enables us to protect the most vulnerable; prevent repeat victimisation; and improve overall victim satisfaction and public confidence in the criminal justice system. The Independent Victims Review commissioned by MOPAC concluded that inadequate support is currently available for male victims of domestic violence and concerns were expressed about the understanding and response provided by the police to domestic violence victims.
- 1.5 Whilst the manifesto commitment is only concerned with IDVAs, who provide support to 'high risk' victims/survivors it is clear that the intention is to increase the support to all victims/survivors of domestic violence going through the criminal justice system.
- 1.6 Coordinated Action Against Domestic Abuse (CAADA) state that to achieve optimal social and financial impact there needs to be 4 IDVAs and 1 MARAC coordinator for every 100,000 of the adult (16 years and over) female population in every area<sup>4</sup>. A MOPAC survey has revealed that the current level of IDVA provision is 115.2 FTEs in total for London; however there are varying levels of provision in each borough and the total number of additional IDVAs needed across London to bring each borough to the optimal

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<sup>2</sup> The Mayor's VAWG Panel is co-chaired by the Deputy Mayor for Policing and crime with Joan Smith (Journalist). Membership includes MPS, CPS, NHS, TfL, Solace Womens Aid, Eaves, Imkaan, London Council, Respect, EAW, Nia, MsUnderstood

<sup>3</sup> The 'MOPAC 7' are seven priority crime types. These are burglary, vandalism (criminal damage), theft from and theft of motor vehicles, violence with injury, robbery and theft from the person.

<sup>4</sup> 'CAADA Insights 1: A greater place of Safety', Coordinated Action Against Domestic Abuse (CAADA), November 2012

level is 40.5. Appendix A outlines the current IDVA provision by borough and the required uplift to bring each borough to the optimal level.

- 1.7 Local Authorities fund the majority of IDVAs in London, with 67% of London IDVAs at least partly funded by them<sup>5</sup> and their investment is critical. There is a risk that this funding may reduce due to forthcoming additional pressures on local authority budgets and in some boroughs the current levels are below the identified level of IDVA provision needed. There is also a lack of consistency and join up between IDVA services across London. MOPAC has, therefore, agreed to address the imbalance of services for domestic violence and provide a minimum standard of support for victims/survivors of domestic violence across London.
- 1.8 MOPAC held a meeting with potential providers who may be interested in bidding for the pan London domestic violence service on 20 November 2014. A note of the meeting is included at Appendix R and the presentation that was shown at the meeting is included at Appendix S.

## **PART A: SPECIFICATION FOR THE SERVICE**

### **2. Overview of the service**

- 2.1 MOPAC is commissioning a pan London domestic violence service with the following 2 key parts:
  - Service part 1: Strategic coordination and posts directly supporting victims/survivors; and
  - Service part 2: Innovation to reduce attrition from the criminal justice<sup>6</sup> process.
- 2.2 MOPAC will award the contract in March 2015. A mobilisation period between April and June 2015 will follow, allowing for recruitment and other arrangements to be put in place, and the two year service will run from July 2015 to June 2017.
- 2.3 MOPAC is commissioning on a sub-regional basis, with boroughs clustered to four areas of London, as follows:
  - East (7 boroughs);
  - North (7 boroughs);
  - West (6 boroughs); and
  - South (12 boroughs).Information on the boroughs included in each cluster is included at Appendix A. We expect that the provider(s) in the south sub region to split the area and deliver the service in two smaller regions. An example split to South East and South West sub-regions is used in Appendix A and K; however this is for the provider to determine in discussion and agreement with boroughs.
- 2.4 These groupings have been determined in order to reflect (as far as possible) alignment with the following:
  - The model used to commission rape crisis centres. This is to assist with future work looking at whether and how the pan London DV service and rape crisis services could be joined up to provide the best service for victims/survivors. We are aware that the perpetrator is a current or former intimate partner in a quarter of those who report

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<sup>5</sup> MOPAC IDVA survey of London local authorities, August 2014, included at Appendix G

<sup>6</sup> The criminal justice process is any part of the process from point of reporting to the police to a final outcome, whether that be at court or another police detection, such as a caution

- rape in London<sup>7</sup> and CAADA have found that 22% of domestic violence victims/survivors also report sexual abuse<sup>8</sup>;
- Court local justice areas; and
  - Existing local authority cluster commissioning arrangements.
- 2.5 MOPAC has arranged for Safer Future Communities to support providers who are interested in setting up consortia, including assistance by introducing different providers to one another. The key contact is Andrea Farley-Moore at London Voluntary Service Council, contactable via email: andrea@lvsc.org.uk.
- 2.6 Providers may submit a bid for delivery of the service in a single sub region, multiple sub regions, or the whole of London; however provider(s) must bid for parts 1 and 2 of the service. The enabling of providers to bid for a single area rather than the whole of London supports the inclusion of the smaller specialist providers in consortia arrangements that meet the needs of particular groups of victims/survivors. The term 'bid' throughout this specification refers to the written submission from the provider(s) in response to this specification.
- 2.7 Discussions between MOPAC and the City of London are ongoing regarding the involvement of the City of London in the service. Further updates will be provided. Any provision of service parts 1 and 2 for City of London will be small and will be part of the North sub region.
- 2.8 The evidence base for the service is included at Appendix J.
- 2.9 Service part 1 will involve delivery of the following three key elements in each sub-region of London:
- (a) Strategic co-ordination to maximise value of all sub-regional provision and ensure that all victims/survivors get access to the right services;
  - (b) Provision of 0.5 of a post in each borough to support work with all victims/survivors of domestic abuse (not just those identified as high risk) going through the criminal justice system; and
  - (c) Provision of additional IDVA posts in some boroughs (as specified in Appendix A) to work with high risk victims/survivors of domestic abuse, so that IDVA provision across London meets a minimum required standard<sup>9</sup>.
- 2.10 Service part 2 will deliver innovation to improve the victim/survivor experience through and reduce attrition from the criminal justice system. MOPAC is not limiting service Part 2 to just one model for all the sub regions; we are open to either one or a range of different service models across the sub regions.
- 2.11 The two parts of the service will aim to deliver the following outcomes:
- Enhance London's IDVA provision;
  - Provide strategic co-ordination and integration of provision on a sub region basis to maximise value of all sub regional provision and ensure that all victims/survivors get access to the right services;
  - Improve accessibility of services to communities that are underrepresented in coming forward to report and seek help;
  - Improve the victim/survivor experience of the criminal justice system for all victims/survivors of domestic violence who report to the police;
  - Ensure that IDVA clients are satisfied with the service, experience a reduction in risk and have increased feelings of safety; and

<sup>7</sup> MPS Rape review 2005, 2007 and 2012

<sup>8</sup> CAADA's 'A Place of greater Safety'

<sup>9</sup> 'CAADA Insights 1: A greater place of Safety', Coordinated Action Against Domestic Abuse (CAADA), November 2012, states that there should be 4 IDVAs and 1 MARAC coordinator for every 100,000 of the adult (16 years and over) female population.

- Reduce attrition from the criminal justice system for victims/survivors of domestic violence who report to the police.
- 2.12 Providers will be expected to evidence achievement of all outcomes with the exception of victims’/survivors’ experience of the criminal justice system that will be evidenced by a MOPAC survey.
- 2.13 Providers are expected to ensure that both part 1 and part 2 of the service effectively integrate with and add value to existing local services and partnerships to maximise the value of all local provision for victims/survivors. This will include working with these partners to develop effective referral pathways that integrate with other local and regional services to ensure that all victims/survivors get access to all the right support. Appendix L provides information on some existing borough services and referral pathways as a guide. MOPAC will arrange for the successful bidder(s) to meet with boroughs in the sub region(s) as soon as possible after the grant award to assist with the development of appropriate arrangements on a sub-regional basis. Appendix Q (frequently asked questions from boroughs) provides further information on borough questions and comments.
- 2.14 Providers are expected to maintain an ongoing relationship with existing local services and partnerships as outlined at 2.12 to ensure effective implementation, service delivery and enable continuous feedback and improvement.
- 2.15 MOPAC is awarding conditional grant(s) to deliver the service via a competitive, process by March 2015, with a view to the service starting in July 2015. This allows for a three month mobilisation period, which allows for recruitment and training of staff as well as integration of the new service with existing local services and structures.
- 2.16 The commissioning approach is outcome-based, to ensure effective delivery and value for money. The commissioning approach is also in line with MOPAC’s approach in commissioning victims services for London and will ensure that providers:
- have clear referral protocols in place for services;
  - recognise the need for a personalised, victim-centred approach;
  - fully integrate locally with local services and community organisations;
  - provide opportunities for victims to access services from further afield if they choose to do so; and
  - provide maximum value for victims, through effective integration and clear referral pathways to local borough provision and broader regional provision such as Havens and Rape Crisis Centres.

### **3. Budget and payment of funding**

- 3.1 The total budget available for this work is up to £5M over two years for London, as follows:
- Up to £4.2M to fund service Part 1: Strategic coordination and posts directly supporting victims/survivors; and
  - Up to £0.8M to fund Service part 2: Innovation to reduce attrition from the criminal justice process.
- 3.2 The indicative allocation of the **two year** budget for the two service parts and five sub regions is up to the total amounts shown in the table on the next page; however there is potential for flexibility between service parts 1 and 2 and across the service years. Please note that there is no flexibility in the upfront set up funding for the three month mobilisation period; this is a maximum amount of 20%.

<b>Sub-region</b>	<b>Service Part 1 (Strategic coordination and posts)</b>	<b>Service Part 2 (CJS Innovation)*</b>	<b>Total</b>
North	£520,000	£136,608	£656,608
East	£966,000	£205,305	£1,171,305
West	£966,000	£167,554	£1,133,554
South	£1,747,000	£290,534	£2,037,534
Total	£4,200,000	£800,000	£5,000,000

\*The sub-regional indicative allocation for Service Part 2 has been calculated based on volume of offences and charges, using the data at Appendix B.

- 3.3 Provider(s) must include a breakdown of funding in their bid at least to sub-region level and for service parts 1 and 2.
- 3.4 Discussions are ongoing with the City of London regarding their engagement with this service offer.
- 3.5 Potential provider(s) will need to provide two years audited accounts to MOPAC with their bid. Where the bid is from a consortia, two years audited accounts will need to be provided for all named organisations.
- 3.6 MOPAC expects proposals to stay within the overall funding allocation for each sub region, with any on-costs and overheads to be built within this amount.
- 3.7 Due to the level of recruitment required to launch the service, up to 20% of the overall 2 year budget will be paid up front to the successful provider(s) to enable mobilisation. Conditions will be set out within the grant agreement to claw back the upfront payment based on the quality of delivery and based on meeting the key deliverables as set out in the agreed mobilisation plan.
- 3.8 We are commissioning on delivery of outcomes and so payment to the provider(s) will be made retrospectively for services delivered on a quarterly basis and will be linked to achievement of the service outcomes outlined in section 7. A payment schedule at Appendix C summarises this.
- 3.9 MOPAC welcomes any match funding that providers can add, or any other additional value through 'in kind' match or other ways that victims/survivors will receive added value.

## **Service outputs**

### *Service Part 1: Strategic coordination and posts directly supporting victims/survivors*

- 3.10 As the evidence base which Appendix J highlights, there are significant variations between boroughs and sub-regions of London, which need to be understood in order to be able to tailor services to local need:
  - Variations in local need and demand;
  - Projected changes and increases to London's population, with projected population figures for 2019 reaching 9.09 Million;
  - Projected reduction in local authority (the majority funder of domestic abuse services) and broader stakeholder resources; and
  - Variations and differences in local service models and commissioning arrangements, as evidenced by the 2014 IDVA survey findings (see Appendix G).
 A better understanding of local need and provision and better join up of existing services to maximise value for victims/survivors is therefore critical.

- 3.11 Service part 1 will involve delivery of the following three key elements in each sub-region of London:
- (a) Strategic co-ordination to maximise value of all local provision and ensure that all victims/survivors get access to the right services;
  - (b) Provision of 0.5 of a post in each borough to support work with all victims/survivors of domestic abuse (not just those identified as high risk) going through the criminal justice system; and
  - (c) Provision of additional IDVA posts in some boroughs (as specified in Appendix A) to work with high risk victims/survivors of domestic abuse, so that IDVA provision across London meets a minimum required level<sup>10</sup>.
- 3.12 The strategic coordination element of the service will involve:
- Undertaking a needs assessment to understand local demographics, including the client base for the IDVAs and other posts (including clients that are not 'visible', i.e. those do not currently access statutory or VCS services); the under-represented groups; the specific needs of different groups; and any service barriers that exist. This will be shared with MOPAC and the provider(s) of service part 2;
  - Developing and maintaining a map of all existing domestic violence services, relevant organisations and related services that clients may be referred from and/ or to. This will be shared with MOPAC and the provider(s) of service part 2;
  - Outreach work and improving service accessibility to under-represented groups. This may involve training of professionals and other individuals; and
  - Undertaking data collection and data sharing (see section 3.30); performance monitoring, understanding impact and continuous improvement of the service; and ensuring appropriate referral pathways to maximise the value of services for victims/survivors.
- 3.13 The IDVA posts in the specified boroughs (see Appendix A) will work with victims/ survivors of domestic abuse who fall into the 'high risk' category according to the CAADA DASH risk identification checklist and guidance<sup>11</sup>. The service will need to work to understand and fill in the gaps in existing IDVA provision in the boroughs concerned. The service will need to identify the unmet need, where and how referrals will be received and respond to this. There **must** be no risk of local confusion resulting in no agency taking responsibility for a high risk victim/survivor that has been identified.
- 3.14 The 0.5 post in each borough are to be used to provide direct support to medium and standard risk victims/survivors of domestic violence. This may involve direct one to one support, or referrals onto other specialist and/ or mainstream services.
- 3.15 For both the IDVA posts and 0.5 post per borough to provide direct support to medium and standard risk victims/survivors of domestic violence, all bidders must demonstrate that their proposals will deliver a quality service. MOPAC feels that consistency as well as quality of staff is important to victims/survivors and will support client satisfaction and reduction in risk and increased feelings of safety (for those working with IDVAs).
- 3.16 MOPAC feels that high quality and consistency of staff will be achieved through effective and robust processes concerning:
- recruitment, selection and induction;
  - training to industry standards where appropriate;

<sup>10</sup> 'CAADA Insights 1: A greater place of Safety', Coordinated Action Against Domestic Abuse (CAADA), November 2012, states that there should be 4 IDVAs and 1 MARAC coordinator for every 100,000 of the adult (16 years and over) female population.

<sup>11</sup> CAADA Risk Identification Checklist (RIC) & Quick Start Guidance for Domestic Abuse, Stalking and 'Honour'(DASH)-Based Violence ([http://www.caada.org.uk/marac/RIC\\_for\\_MARAC.html](http://www.caada.org.uk/marac/RIC_for_MARAC.html)) This guidance suggests that a case would usually be termed 'high risk' and referred to a MARAC if 14 or more 'yes' boxes are ticked during the risk assessment process, but also highlights the need for professional judgment. Cases may be categorised as 'high risk' if a professional has serious concerns about a victim's situation, and/ or potential escalation is identified.

- management and clinical supervision;
  - retention of staff;
  - continuous performance improvement including a complaint process for clients who are dissatisfied; and
  - risk management and mitigation.
- 3.17 The location for services will be discussed and agreed during the mobilisation period. MOPAC welcomes demonstration in bids of an understanding of how new or existing resources can be used in a flexible way across sub regions to best meet need.

*Service Part 2: Innovation to reduce attrition from the criminal justice process*

- 3.18 Attrition is a problem for domestic abuse throughout the criminal justice process. For example, in 2013, of 52,653 domestic abuse offences that were reported to the police, 28,782 (55%) resulted in no further action.
- 3.19 Of the 8,355 cases that were prosecuted by the Crown Prosecution Service in Magistrates Courts in the same year, successful prosecutions were achieved in only 5,341 cases (63.9%) and of the 1,354 at Crown Court, there were 848 (62.6%) successful prosecutions. The category of ‘Evidential – Victim and Witness’ represents the highest proportion of reasons for unsuccessful prosecutions, i.e. those that result in a not guilty outcome, with rates of 48% at crown court and 61.6% at magistrates. This is a grouping of a number of reasons, with the most prevalent being ‘Victim refusing to give evidence’.
- 3.20 The Mayor’s 2012 manifesto commitment highlights the problem of attrition and states that too many trials fail because the victim does not feel able to carry the complaint through and too many victims feel isolated and unsupported. MOPAC also has a broader commitment to reduce the demand on the criminal justice system, of which victims/survivors withdrawing from the process causes significant inefficiency and cost.
- 3.21 Up to £0.8M over two years budget is available to enable innovation, reduce attrition and improve the service to victims/survivors going through the criminal justice system. This can focus on all or any part of the criminal justice process from first report to police through to final outcome at court.
- 3.22 MOPAC is not limiting service Part 2 to just one model for all the sub regions; we are open to either one or a range of different service models across the sub regions.
- 3.23 MOPAC will expect provider(s) to consider integration with other services, for example witness care units, specialist domestic violence courts and court IDVAs.
- 3.24 The location for services will be discussed and agreed during the mobilisation period.

*Client groups*

- 3.25 The VAWG Strategy Refresh 2013-17 Community Impact Assessment<sup>12</sup> and Imkaan report ‘Beyond the Labels’ outline the impact of domestic violence on different groups. Providers are expected to refer to these documents, as well as the information on local variations referenced in section 4.1, in bidding for this grant. Providers are also expected to outline how they will ensure that their services meet the needs of different groups, including young people, BME, LGBT, those with mental health and substance misuse needs (this list is not exhaustive). Providers are also expected to outline how they will monitor the effectiveness of meeting the needs of different groups (including diversity monitoring), with a focus on continuous improvement.

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<sup>12</sup> Mayor’s Violence Against Women and Girls Strategy Refresh 2013-17 Community Impact Assessment  
[https://www.london.gov.uk/sites/default/files/Strategy\\_CIA.pdf](https://www.london.gov.uk/sites/default/files/Strategy_CIA.pdf)



- 3.26 The service will also need to work with both male and female clients according to levels of need. Providers will need to outline how they will deliver services for men in addition to provision of women-only spaces and services that we know that women and girls value, and that make them feel safer, protected and understood.
- 3.27 MOPAC welcomes the involvement of service user views in the development of models for service delivery put forward in bids. MOPAC also expects that views of service users will be included as part of the performance management and continuous improvement of the service.

#### *Working with partners and other services*

- 3.28 Bids must include a proposal for how the provider(s) will deliver effective partnership working and integration with existing services, for example other IDVA services, multi-agency risk assessment conferences and so on. The proposal should include the following two aspects:
- A plan for effective and timely implementation of integration. This will include establishing relationships with criminal justice agencies, local authorities and other voluntary sector services and how the bidder will overcome any barriers to partnership working when delivering the services
  - Allow for continuous development/ improvement of the model, including maintaining and growing local partnership relationships, including with criminal justice agencies, local authorities and other voluntary sector services and how the bidder will overcome any barriers to partnership working when delivering the services.
- 3.29 Bidders should ensure that effective information sharing is in place and that data protection, safeguarding, risk management and confidentiality duties are met. To meet these essential requirements, provider(s) must indicate in their bid that they are willing to sign confidentiality and information security agreements with MOPAC. Examples of these documents are included at appendices M and N respectively.

#### *Implementation and delivery planning*

- 3.30 Bidders must provide a plan for the whole period of the service from the start of mobilisation in April 2015 to the end of the service in June 2017. This must include a detailed view of the mobilisation period from 1 April to 30 June 2015 and must include the work with boroughs and other partners during this period to enable services to commence on 1 July 2015. The plan should identify key activities required to put the provision into place, key milestones and timescales for activities and key risks and contingency arrangements to address them.

#### *Consortium arrangements (if applicable)*

- 3.31 Bidders must provide information on consortia arrangements, including a named prime provide for the consortium, how the prime provider will interface with subcontractor/ consortia member/partner organisations (if applicable) and how quality will be assured. The information could include a structure diagram, details of the key roles, responsibilities and reporting lines, staffing arrangements and arrangements for performance management.

## **4. Service outcomes**

- 4.1 The service will be expected to meet or exceed the following outcomes in order to achieve success:
- Enhance London's IDVA provision;
  - Provide strategic co-ordination to maximise value of all local provision and ensure that all victims/survivors get access to the right services;

- Improve accessibility of services to communities that are underrepresented in coming forward to report and seek help;
- Improve the victim/survivor experience of the criminal justice system for all victims/survivors of domestic violence who report to the police;
- Ensure that IDVA clients are satisfied with the service, experience a reduction in risk and have increased feelings of safety; and
- Reduce attrition from the criminal justice system for victims/survivors of domestic violence who report to the police.

4.2 These outcomes will be split as follows for the two parts of the service:

Service Part 1	Service Part 2
<p>Outputs:</p> <ul style="list-style-type: none"> <li>○ Enhance London’s IDVA provision by provision of the IDVA posts in the boroughs as specified in Appendix A</li> <li>○ Evidence that an additional 0.5 post per borough is in place</li> <li>○ Needs assessment and mapping of services conducted and submitted to MOPAC</li> <li>○ Improved accessibility of services to underrepresented groups</li> </ul>	<p>Outputs:</p> <ul style="list-style-type: none"> <li>○ An innovative approach to be implemented</li> </ul>
<p>Outcomes:</p> <ul style="list-style-type: none"> <li>○ Deliver effective integration with other local services and organisations, maximising the value of all local provision</li> <li>○ Ensure that all victims/survivors get access to the right services</li> <li>○ Increase in communities that are underrepresented in coming forward to report and seek help</li> <li>○ IDVA clients are satisfied with the service, experience a reduction in risk and have increased feelings of safety</li> </ul>	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>○ Improved victims/survivors experience of the criminal justice system for all victims/survivors of domestic violence who report to the police</li> <li>○ Reduce attrition from the criminal justice system for victims/survivors of domestic violence who report to the police.</li> </ul>
<p>These service outputs and outcomes support MOPAC’s VAWG objectives which are to:</p> <ul style="list-style-type: none"> <li>○ increase reporting and confidence;</li> <li>○ tackle repeat victimisation; and</li> <li>○ bring perpetrators to justice.</li> </ul>	

## 5. Governance and reporting arrangements

- 5.1 As commissioner of the service, MOPAC is responsible for contract management to ensure effective delivery and value for money.
- 5.2 The VAWG panel<sup>13</sup> will offer overall oversight and strategic direction with regard to the service.

<sup>13</sup> VAWG Panel is co-chaired by the Deputy Mayor for Policing and crime and Joan Smith (Journalist). Membership includes MPS, CPS, NHS, TfL, Solace Womens Aid, Eaves, Imkaan, London Council, Respect, EVAW, Nia, MsUnderstood

- 5.3 At a local level, boroughs and wider commissioned services will offer feedback and direction on how the service is operating and integrating with existing services.

## **6. Performance monitoring**

- 6.1 In order to satisfy the governance structure and payment the successful provider(s) will be required to develop a performance framework to align with the payment schedule included at Appendix C. This can be provided after the award of the conditional grant.
- 6.2 Data to support the performance framework will be required from the provider every quarter. This performance information is to include evidence that the service outputs and outcomes as detailed in the successful bid are being achieved. Further details of this will be agreed prior to contract start and will be included as part of the grant agreement issued to providers.
- 6.3 At the end of each twelve month period MOPAC may request additional information/data to surmise progress at year end.

## **PART B: THE BIDDING PROCESS AND REQUIREMENTS**

### **7. Essential requirements for the bid**

- 7.1 The following are essential requirements for the format and content of the bid. All of these requirements must be clearly met/ evidenced/ included and clear sub headings should be used as appropriate. If the bid fails any of these criteria, due to non-compliance, missing evidence or evidence that does not support the criteria, the bid **will not progress to the evaluation panel stage and will not be considered further.**
- 7.2 The format and layout of the bid must be:
- Be written in size 12 Arial font; and
  - Strictly limited to 30 sides of A4 for the main bid and up to an additional 50 sides of A4 for the appendices.
- 7.3 The bid must include evidence of/ attach the following as appendices to ensure the quality, experience and appropriateness of the provider(s). Please ensure your bid responds to each sub-heading separately and is set out accordingly. Where these only apply to one of the service parts this is stated.
- There must be a named prime provider (if the bid is from a consortium);
  - All organisations involved in submitting the bid must have objectives that are for public benefit and not for profit;
  - All services must be free at the point of delivery;
  - The organisation(s) delivering service part 1 must have an evidenced track record of delivering advice and support to meet the needs of survivors of domestic violence;
  - At least one provider involved in submitting a bid for part of the service must be an active member of a national VAWG body;
  - The provider(s) must have the ability to put in place mechanisms and systems for recording data in line with the service requirements and agree to share data with MOPAC and other partners
  - Bidders should ensure that effective information sharing is in place and that data protection, safeguarding, risk management and confidentiality duties are met. To meet these essential requirements, provider(s) must indicate in their bid that they are willing to sign confidentiality and information security agreements with MOPAC. Examples of these documents are included at appendices M and N respectively;

- The provider(s) must have proven ability to work in partnership effectively with other voluntary and statutory sector agencies;
- Equal opportunities policies (If the bid is from a consortium, these must be provided for all agencies involved);
- The provider(s) must demonstrate commitment to equal opportunities and understanding of equality issues. All providers and services must be compliant with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC (and its providers and services) to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics.
- Complaints process for service users who are not satisfied, including the complaints process and how the response is managed (If the bid is from a consortium, these must be provided for all agencies involved in front line service delivery);
- Two sets of audited accounts (If the bid is from a consortium, these must be provided for all agencies involved);
- Three relevant references from previous work undertaken (by the lead provider if the bid is from a consortium); and
- Providers must indicate that they are content with the terms and conditions as set out in MOPAC's standard grant agreement, as attached at Appendix P.

## **8. Evaluation and scoring**

- 8.1 Award of the grant(s) will be subject to a competitive process and evaluated by a multi-agency panel against the requirements outlined in this document for each of the two service parts and five sub regions of London.
- 8.2 Award of the grant(s) will be evaluated against the pre-requisite criteria outlined in section 7. If the bid fails any of these criteria, due to missing evidence or evidence that does not support the criteria, the bid will not be considered further.
- 8.3 The bids will then be assessed against the evaluation outcome criteria for the relevant part of the service. Each evaluation outcome will be scored on a scale from non-compliant to outstanding (please see Appendix D). For those tenders which score 3 or above for all responses to the award criteria the evaluation will proceed. **Those in which one or more criteria scores 2 or less will not proceed.**
- 8.4 Any areas of further clarification will be agreed by the panel at this point and arrangements will be made to invite bidders for post clarification meetings if required.
- 8.5 Following the completion of the process, each score for a response to an award criterion will be multiplied by the relevant sub-weighting to arrive at a weighted score. Weighted scores will be added together, providing an overall score for the bid. The decision of the panel will be final and no negotiation will be entered into with unsuccessful provider(s).
- 8.6 The evaluation quality criteria for both parts of the service are shown in the tables at 8.7 and 8.8 below. 80% of the overall score will be based on quality and 20% will be based on value for money, as indicated by the weightings in the tables.

8.7 The evaluation quality criteria for SERVICE PART 1 are:

Quality Criteria	Evidence	Outcome	Weighting
<p><b>Implementation of the proposed service</b></p>	<p>Please describe how you intend to deliver the services outlined in SERVICE PART 1 as prescribed in the specification.</p>	<p>Effective and timely implementation of the service and data collection, including effective consortia arrangements (if applicable).</p>	<p><b>25%</b></p>
		<p>Effective staffing model, with a demonstrable understanding of industry standards and proposals for effective recruitment, selection and induction of staff for IDVA and other posts.</p>	
		<p>Service identifies, is accessible to and meets the needs of all victims/survivors in the sub-region</p>	
		<p>Effective integration with existing sub-regional and regional services and partners and establishment of referral pathways. This is to remove any risk of no agency taking responsibility for a high risk victim/survivor that has been identified and to maximise value of all local provision for victims/survivors.</p>	
<p><b>Quality of the proposed service</b></p>	<p>Please describe how you intend to deliver the services outlined in SERVICE PART 1 as prescribed in the specification.</p>	<p>Retention of high quality staff through effective training, management and clinical supervision and any other retention factors.</p>	<p><b>25%</b></p>
		<p>Continuous improvement model that includes effective performance monitoring, client and staff feedback, a complaint process for clients who are dissatisfied, risk management and mitigation and ability to flex new or existing resources to best meet need across a sub region.</p>	
		<p>Service effectively maintains and builds on partnerships with sub-regional and regional services and partners to maximise value of all local provision and ensure that all victims/survivors get access to all the right support</p>	

Quality Criteria	Evidence	Outcome	Weighting
<b>Relevant expertise and experience</b>	Please demonstrate your organisations experience in relation to the following areas of expertise	Expertise and experience of service delivery in the violence against women and girls sector and specifically domestic violence.	<b>30%</b>
		Expertise and experience of establishing and developing partnerships with other services and statutory partners and in negotiating, managing and resolving conflict.	
		Evidence of utilising the national accredited quality service standards for working with BME (black and minority ethnic) women and girls <sup>14</sup> .	
<b>Value for money in relation to quality of service provided</b>	Please demonstrate your organisations commitment to service improvement and value for money	Evaluation of price in light of the service proposed.	<b>20%</b>
		Provision of added value. MOPAC welcomes any match funding that providers can add, or any other additional value through 'in kind' match or other ways that victims/survivors will receive added value	

8.8 The evaluation criteria for SERVICE PART 2 are:

Criteria	Evidence	Outcome	Weighting
<b>Quality of the proposed service</b>	Please describe how you intend to deliver the services outlined in SERVICE PART 2 as prescribed in the specification.	Improved victim/survivor experience of the criminal justice system for all victims/survivors of domestic violence who report to the police	<b>50%</b>
		Fewer victims/survivors of domestic violence who report to the police withdraw from the criminal justice process	
		Service effectively develops and maintains partnerships with sub-regional and regional services and partners	

<sup>14</sup> The national accredited quality service standards for working with BME (black and minority ethnic) women and girls can be found at <http://imkaan.org.uk/iaqs>

Criteria	Evidence	Outcome	Weighting
<b>Relevant expertise and experience</b>	Please demonstrate your organisations experience in relation to the following areas of expertise	Expertise and experience of one or more of violence against women and girls, domestic violence, victims/survivors of crime or criminal justice	<b>30%</b>
		Expertise and experience of implementing innovative and new approaches	
		Expertise and experience of maximising impact through developing partnerships with other services and statutory partners	
<b>Value for money in relation to quality of service provided</b>	Please demonstrate your organisations commitment to service improvement and value for money	Evaluation of price in light of the service proposed.	<b>20%</b>
		Provision of added value. MOPAC welcomes any match funding that providers can add, or any other additional value through 'in kind' match or other ways that victims/survivors will receive added value	

## 9. Clarification and support

- 9.1 There is an opportunity for providers to ask questions of MOPAC concerning this specification. The deadline for submission of clarification questions is **7 January 2015**.
- 9.2 Responses will be posted on CompeteFor and the MOPAC website for all participants by **14 January 2014** in order to assist the submission of final completed bids by **6 February 2015**.
- 9.3 Clarification may be sought by MOPAC from a bidder during the evaluation of bids in order to:
- Determine if a Tender is complete and compliant; and/ or
  - Clarify aspects of their Tender that are ambiguous or unclear.
- 9.4 Tender clarification questions are not intended to allow bidders to reopen negotiations on any aspect of their bids. Responses must be confined to the matters on which clarification is sought.

## 10. Post Clarification Meeting

- 10.1 After assessment by a panel of MOPAC appointed representatives, bidders may be invited to a clarification meeting on **26 February 2015**. The purpose of this meeting is solely to seek further detail on submitted answers as stated in section 9.3 and 9.4.

## 11. Timescales

Deadline for clarification questions from Bidders	7 January 2015
Deadline for clarification question responses from MOPAC	14 January 2015
MOPAC will publish answers to clarification questions received on the MOPAC website	14 January 2015
Deadline for receipt of completed submissions from Bidders to MOPAC	6 February 2015
Potential clarification interviews	26 February 2015
Grant Award	2 March 2015
Mobilisation <sup>15</sup>	April – June 2015
Service to commence	1 July 2015

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<sup>15</sup> The three-month mobilisation period from April to June 2015 is for recruitment of posts, integration with local services and other set up activity



## Appendix A: Geographical focus of the service and IDVA assessment

Please note that the strategic coordination part of Service Part 1 and Service Part 2 (Criminal Justice System Innovation) are being commissioned for all of the sub regions

Sub region	Borough	Service part 1		IDVA provision assessment	
		(A) 0.5 posts	(B) IDVA uplift	Current IDVA provision*	Total provision required**
East	Barking & Dagenham	0.5	0	6***	3.3
	Hackney	0.5	0.5	4	4.3
	Havering	0.5	3.5	1	4.4
	Newham	0.5	1.5	4	5.4
	Redbridge	0.5	2.5	2	4.7
	Tower Hamlets	0.5	1.5	3.5	5.0
	Waltham Forest	0.5	0	6	4.3
	<b>East Total</b>	<b>3.5</b>	<b>9.5</b>	<b>26.5</b>	<b>31.3</b>
North	Camden	0.5	0	5.4	4.1
	Enfield	0.5	2	3	5.1
	Hammersmith & Fulham	0.5	0	3.5	3.5
	Haringey	0.5	0.5	4	4.6
	Islington	0.5	0	7	3.9
	Kensington & Chelsea	0.5	0	3	2.9
	Westminster	0.5	1	3	4.1
	<b>North Total</b>	<b>3.5</b>	<b>3.5</b>	<b>28.9</b>	<b>31.4</b>
West	Barnet	0.5	3.5	3	6.6
	Brent	0.5	0	7	5.3
	Ealing	0.5	1.5	4	5.7
	Harrow	0.5	0.5	3.5	4.0
	Hillingdon	0.5	2.5	2	4.6
	Hounslow	0.5	2	2	4.2
	<b>West Total</b>	<b>3</b>	<b>10</b>	<b>21.5</b>	<b>27.2</b>
	South East	Bexley	0.5	0	4
Bromley		0.5	2.5	3	5.4
Croydon		0.5	0	7	6.2
Greenwich		0.5	2	2.8	4.8
Lambeth		0.5	2.5	3	5.5
Lewisham		0.5	1.5	3.4	5.0
Southwark		0.5	3	2.5	5.5
<b>South East Total</b>		<b>3.5</b>	<b>11.5</b>	<b>25.7</b>	<b>36.2</b>

	Borough	Service part 1		IDVA provision assessment	
		(A) 0.5 posts	(B) IDVA uplift	Current IDVA provision*	Total provision required**
<b>South West</b>	Kingston upon Thames	0.5	2	1	2.8
	Merton	0.5	0.5	3	3.3
	Richmond upon Thames	0.5	1	2	3.2
	Sutton	0.5	1	2.1	3.2
	Wandsworth	0.5	1.5	4.5	5.9
	<b>South West Total</b>	<b>2.5</b>	<b>6</b>	<b>12.6</b>	<b>18.4</b>

\*Identified through a MOPAC survey of London local authorities asking about IDVA provision that local residents have access to and follow up email/ telephone conversations with each local authority

\*\*Identified using the CAADA recommendation that to achieve optimal social and financial impact there needs to be 4 IDVAs and 1 MARAC coordinator for every 100,000 of the adult (16 years and over) female population in every area<sup>16</sup>.

\*\*\*These are IDSVAs, so cover sexual as well as domestic violence. Taking this into account the provision still exceeds the CAADA level of 3.3 IDVAs.

<sup>16</sup> 'CAADA Insights 1: A greater place of Safety', Coordinated Action Against Domestic Abuse (CAADA), November 2012

## Appendix B: Domestic Violence Offences and charged cases at court

The table below shows the total number of charged cases (Crown Prosecution Service and Metropolitan Police Service) and the total number of domestic offences for the period July 2013 – June 2014. This data has been used to calculate the indicative funding allocation for each sub region for Service Part 2.

<b>Pan London DV Service area</b>	<b>Local Justice Area</b>	<b>Borough</b>	<b>Total number of charged cases</b>	<b>Number of offences</b>
North	North	Camden	148	1217
		Enfield	250	2117
		Haringey	235	1959
		Islington	201	1696
	Central	Hammersmith & Fulham	200	1193
		Kensington & Chelsea	178	745
		Westminster	208	1307
East	East	Hackney	332	2188
		Newham	279	2855
		Tower Hamlets	377	2379
		Waltham Forest	343	2494
	North East	Barking	303	2073
		Havering	257	1505
		Redbridge	229	1983
West	West London	Ealing	339	2189
		Hillingdon	303	2282
		Hounslow	304	2219
	North West	Barnet	321	1711
		Brent	353	2320
		Harrow	187	1384
South	South London	Croydon	408	3005
		Lambeth	356	2205
		Southwark	355	2474
		Sutton	229	1036
	South East	Bexley	220	1342
		Bromley	270	1930
		Greenwich	316	2424
		Lewisham	403	2365
	South West	Kingston	112	658
		Richmond	165	698
		Wandsworth	207	1459
		Merton	146	1026

## Appendix C: Payment schedule for the overall service (Parts 1 and 2 combined) for each of the sub-regions

(Please note that funding is available up to the total amounts per region)

	% of Total Allocation	Payment trigger date	North	East	West	South	TOTAL	Payment Trigger
<b>Total Allocation</b>			<b>£656,608</b>	<b>£1,171,305</b>	<b>£1,133,554</b>	<b>£2,037,534</b>	<b>£5,000,000</b>	
Set Up (Mar 2015)	<b>20%</b>	Mar-15	£131,322	£234,261	£226,711	£407,507	£1,000,000	Paid upfront and to be clawed back if proof of service set up not later provided
Q1 (Jul – Sep 2015)	<b>7.5%</b>	Oct-15	£49,246	£87,848	£85,017	£152,815	£375,000	Fee for service to be paid quarterly, in arrears. Payment triggers to be agreed after award of contract
Q2 (Oct – Dec 2015)	<b>7.5%</b>	Jan-16	£49,246	£87,848	£85,017	£152,815	£375,000	
Q3 (Jan – Mar 2016)	<b>7.5%</b>	Apr-16	£49,246	£87,848	£85,017	£152,815	£375,000	
Q4 (Apr – Jun 2016)	<b>7.5%</b>	Jul-16	£49,246	£87,848	£85,017	£152,815	£375,000	
Outcomes 10% (Jun 2016)	<b>10%</b>	Jul-16	£65,661	£117,131	£113,355	£203,753	£500,000	To be paid for achievement of outcomes to be agreed after award of contract
<b>Total Year One</b>			<b>£393,965</b>	<b>£702,783</b>	<b>£680,132</b>	<b>£1,222,520</b>	<b>£3,000,000</b>	
Q1 (Jul – Sep 2016)	<b>7.5%</b>	Oct-16	£49,246	£87,848	£85,017	£152,815	£375,000	Fee for service to be paid quarterly, in arrears. Payment triggers to be agreed after award of contract
Q2 (Oct – Dec 2016)	<b>7.5%</b>	Jan-17	£49,246	£87,848	£85,017	£152,815	£375,000	
Q3 (Jan – Mar 2017)	<b>7.5%</b>	Apr-17	£49,246	£87,848	£85,017	£152,815	£375,000	
Q4 (Apr – Jun 2017)	<b>7.5%</b>	Jul-17	£49,246	£87,848	£85,017	£152,815	£375,000	
Outcomes 10% Jun 2017)	<b>10%</b>	Jul-17	£65,661	£117,131	£113,355	£203,753	£500,000	To be paid for achievement of outcomes to be agreed after award of contract
<b>TOTAL Year 2</b>			<b>£262,643</b>	<b>£468,522</b>	<b>£453,422</b>	<b>£815,014</b>	<b>£2,000,000</b>	

## Appendix D: Scoring assessment

In scoring the bids, the following standards for assessing each of the criteria will be applied

Standard	Criteria	Score
Outstanding	Exceeds expectations and adds value	5
Good	Full and robust response and gives confidence	4
Satisfactory	Achieves the minimum requirements	3
Poor	Fails to meet the minimum standard, some major concerns	2
Unacceptable	Insufficient information provided / unsatisfactory	1
Non-compliant	Fails to provide the required information	0

## Appendix E: Development of the service

The following consultation and analysis has been undertaken to inform the development of this service:

- Consultation for the Mayor's VAWG strategy 2013-17 refresh, which included consultation on delivery of the pan London domestic violence service. The following key points that were raised have been considered as the commissioning approach has been developed:
  - Good practice is identified and applied to a wider London model;
  - Gaps are addressed and existing forms of provision are not duplicated;
  - The commissioning framework at a pan-London level does not impact negatively on smaller or specialist VAWG and BAME organisations which are valued; and
  - Consideration is given to the development of a commissioning alliance for London where specialist providers, commissioners and practitioners are engaged in model development.
- Analysis of the domestic abuse victim and offence profile and existing service provision.
- A MOPAC survey of local authorities in London in summer 2014 to identify current IDVA service provision and likely changes to this. The analysis of this survey is included at Appendix G.
- MOPAC officials have engaged with borough representatives in various ways to understand local concerns to inform development of the specification for the service. Borough frequently asked questions and responses is included at Appendix Q.

## Appendix F: Literature Review of IDVAs

MOPAC undertook a literature review of IDVAs in developing this specification. This is attached.



IDVA Literature  
Review.doc

## **Appendix G: Analysis of MOPAC IDVA survey findings**

MOPAC undertook a survey of local authorities in July – August 2014 to identify IDVA provision in London, gaps and future changes. The results of this are attached.



IDVA\_Survey\_2014.  
doc

## **Appendix H: Domestic violence and the CJS in London**

### **(1) Domestic violence**

The Home Office definition of domestic violence is “any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality”. The definition changed to include 16 and 17 year olds in April 2013.

### **(2) Independent Domestic Violence Advocates (IDVAs)**

The Home Office website provides information on domestic abuse and IDVAs at <https://www.gov.uk/domestic-violence-and-abuse>. This states that IDVAs help keep victims and their children safe from harm from violent partners or family. They serve as a victim’s primary point of contact and normally work with their clients from the point of crisis, to assess the level of risk. They:

- discuss the range of suitable options;
- develop plans for immediate safety, including practical steps for victims to protect themselves and their children;
- develop plans for longer-term safety;
- represent their clients at the MARAC; and
- help apply sanctions and remedies available through the criminal and civil courts, including housing options.

Plans address immediate safety, including practical steps for victims to protect themselves and their children, as well as longer-term solutions.

Organisations including Co-ordinated Action Against Domestic Abuse (CAADA) (<http://www.caada.org.uk/>) and Women’s Aid (<http://www.womensaid.org.uk/>) provide information, guidance and industry standards on IDVAs.

### **(3) Witness Care Units**

The aim of Witness Care Units is to provide a single point of contact for victims and witnesses for information about the progress of their cases and to minimise the stress of attending court.

There are five Witness Care Units in London, as follows:

- North (Holborn);
- North West (Empress State Building, Earls Court);
- North East (Fresh Wharf custody suite);
- South West (Sutton); and
- South East (Marlow House, Sidcup).

They are run by the MPS, with input from the CPS. Witness Care Units manage the care of victims and witnesses from the charging of the defendant(s) through to the conclusion of a case. The service to victims and witnesses includes:

- a single point of contact for victims and witnesses;
- a full needs assessment for victims and witnesses with particular support needs, who are required to attend court, to ensure they are able to get to court and give their best evidence;
- dedicated witness care officers to guide and support individuals through the criminal justice process and to co-ordinate support and services;
- continuous review of victim and witness needs throughout the case; and
- communication with victims and witnesses to inform them of the case outcome or trial result, thanking them for their contribution to the case and offering post case support from the relevant support agency.

Under the Code of Practice for Victims of Crime, Witness Care Units have a legal obligation to:

- tell someone if they will be required to give evidence;
- tell them the dates of the court hearings;
- give them a copy of the 'Witness in court' leaflet or other relevant leaflet, if they are required to give evidence; and
- tell them about court results and explain any sentence given within one day of receiving the outcome from the court.

#### **(4) The MPS response to domestic abuse and Operation Dauntless**

The MPS launched a continuous improvement plan for domestic abuse, Operation Dauntless, in November 2013. This calls for a whole borough response to domestic abuse from initial call to conviction.

These plans are now embedded within every MPS borough operational command unit (BOCU) to provide a consistent approach to domestic abuse covering 3 main elements:

- Total Victim Care - 'Keep victims safe in their own homes' - using (1) a range of tactical options including panic alarms; Sanctuary Scheme; mobile phones; and covert/overt cameras and (2) improved partnership working through IDVA's and MARAC's.
- Offender Management - 'Get them out and keep them out' - treating domestic abuse offenders the same as serious acquisitive crime offenders and using 'Achilles Heel' tactics; bespoke bail conditions; Domestic Violence Perpetrator Orders (DVPOs); civil orders; and
- Emerging Risk - better use of intelligence to predict peak times, through new 'Recency Frequency Gravity and Risk' methodology for identifying High Impact offenders and victims.

The MPS recently reviewed their domestic abuse policy, in consultation with key stakeholders, and has converted their Standard Operating Procedure into practical checklists for staff and supervisors. Risk management and supervision feature throughout the checklists and a twelve month implementation plan accompanied the launch of the new policy in September 2014.

Dedicated Working Groups have been created to tackle specific areas identified for improvement, as follows:

- MPS/CPS - to look at improving end to end service for victims;
- Homicide Recommendations - to review and implement IPCC/HMIC reports;
- Technology;
- Offenders;
- CSU Detective Inspectors; and
- Communications.

The MPS has responded to the HMIC domestic abuse inspection and has a Domestic Abuse Action Plan in place, which is due to be published shortly.

The MPS are making the most of new technology. They are piloting Body Worn Video in Bromley; rolling out hand held electronic devices (iPads) to improve initial evidence gathering; and exploring live-link video to courts for domestic abuse victims

#### **(5) HMIC report "Everyone's business: Improving the police response to domestic abuse"**

HMIC published a report "Everyone's business: Improving the police response to domestic abuse" in March 2014. Recommendations were made both nationally (for all forces) and for the MPS specifically.

The national and MPS reports can be found at <https://www.justiceinspectorates.gov.uk/hmic/publication/improving-the-police-response-to-domestic-abuse/>  
<https://www.justiceinspectorates.gov.uk/hmic/publication/improving-the-police-response-to-domestic-abuse/>

The MPS action plan in response to the HMIC recommendations is available at the following link: <http://content.met.police.uk/Article/What-is-domestic-abuse/140022788960/140022788960>



## Appendix J: Evidence to inform the commissioning process

### Service Part 1 - IDVAs

#### Evidence Base

- CAADA recommend 4 IDVAS per 100,000 of the female population aged 16 and over ([http://www.caada.org.uk/policy/A\\_Place\\_of\\_greater\\_safety.pdf](http://www.caada.org.uk/policy/A_Place_of_greater_safety.pdf))
- A survey of London boroughs found that, as of August 2014, there were 115.2 IDVAS across London. Considering the current (2014) London female population aged 16+ (4.28 Million), this leaves a shortage of 21.5 IDVAs on a pan-London level.
- The same survey found that 23 out of 32 boroughs had current IDVA provisions below CAADA recommended levels.
- When considering projected London figures for the female population aged 16 and over (4.49 Million by 2019), we find that there is a need for an additional 40.5 IDVAS by 2019.

Additional IDVAs for some boroughs, so that IDVA provision across London meets demand

#### Outcome Measures

IDVA provision meets standard industry levels:

- Number of IDVAS per 100,000 of the female population aged 16+
- Case load per IDVA matches CAADA recommendation

Minimum level of service is provided:

- Consistency in provision (e.g. reduced turnover of IDVAs)
- IDVAs are trained to a recognised level
- Client feedback (on satisfaction with the service, feelings of safety and reduction in risk)
- IDVA feedback

## Service Part 1: Strategic coordination

### Evidence Base

- London borough profiles (please refer to Appendix K) outline substantial variations between boroughs and areas, which need to be understood in order to be able to tailor services to local need
- Similarly, borough feedback from the 2014 IDVA survey findings, suggest considerable variations in local needs, current provisions, and current gaps
- London is ever-changing and growing (with projected population figures for 2019 reaching 9.09 Million)
- When surveyed in August 2014, the majority of London boroughs identified specific gaps that centred on provisions for young people, male clients, and BAME clients.
- This feedback reflects additional complexities in London, particularly around BME (with almost 2 out of 5 Londoners from a BME background), language needs (with over 100 different languages spoken in the capital, and 22% of Londoners saying English is not their first language), and a high proportion of young people (with 3% of Londoners 16-18 years old)

**Strategic coordination to ensure that victims get access to the right services**

### Outcome Measures

Ongoing understanding of demand, services and performance in local areas:

- Existence of area (borough) profiles
- Provisions match local demand (including specialist provisions / those for hard to reach groups)
- Client feedback
- IDVA feedback

Improved response to victims and join up across boroughs:

- Reduction in risk and repeat victimisation
- Client feedback
- IDVA feedback

Improved outreach and accessibility of services for underrepresented groups:

- Client feedback
- Identification of local gaps for training, and training provision
- IDVA feedback
  - Other agency feedback?

## Service Part 2: Innovation in the criminal justice system

### Evidence Base

- When surveyed in August 2014, the majority of London boroughs (26 out of 32) felt current IDVA provisions were not sufficient. This was regardless of whether current provisions matched CAADA recommended levels or not.
- Attrition for domestic abuse cases in London is high. In 2013/14:
  - Only 45% of police recorded domestic abuse offences led to a sanction detection
  - Only 65.2% of all CPS prosecutions for DA offences in London resulted in a conviction - the lowest rate across the 42 forces and below the national average of 74.6%
- Research has found the most significant increase in cessation of abuse for victims where the perpetrator has been charged following a report to the police, compared to where there is no charge. (Please see "CAADA (2011) IDVA Insights into domestic violence prosecutions: Data from the CAADA Insights Service January to December", which can be accessed via this link: <http://www.cps.gov.uk/publications/others/index.html>)
- There is research pointing to remaining insufficient support for victims choosing to go down a criminal justice route (e.g. <http://webarchive.nationalarchives.gov.uk/20110322191207/http://www.justice.gov.uk/about/docs/victims-in-justice-system.pdf>, or <http://www.nr-foundation.org.uk/wp-content/uploads/2011/07/dv-attrition-report.pdf>)



### Outcome Measures

Reduced attrition for cases going through the criminal justice system:

- Outcomes for those IDVA clients that chose a CJ route (proportions of those cases that result in a charge, trial, conviction; proportion of victim withdrawals)
- Number of sanction detections
- Proportion of sanction detections out of police recorded DA offences
- Number of charges
- Number of trials and outcome (number of effective trials; number of convictions)

Increased criminal justice support for victims of DA who do not reach the high risk threshold but who decide to take a CJ route:

- Number of clients not deemed 'high risk' who receive support
- Client feedback
- IDVA feedback

## Appendix K: Sub region and borough profiles

Data is provided on each sub region and borough in the below Excel spreadsheet. The data that is provided is listed below. On the next 3 pages maps of each sub region are provided, showing the borough clusters.



Borough and Region  
Domestic Abuse Infor

### Geographic Area

- Borough
- Region

### Population and Demographics

- Female population 2014 (over 16)
- Female population 2014 (Thousands)
- Female population (over 16: projected 2019)
- Female population 2019 (Thousands)

### % Households Deprived in at least 2 dimensions

- Ethnicity - % White (2011 Census)
- Ethnicity - % Mixed (2011 Census)
- Ethnicity - % Asian (2011 Census)
- Ethnicity - % Black (2011 Census)
- Ethnicity - % Other (2011 Census)

### Recorded Crime and Incidents

- All domestic offences and incidents<sup>17</sup> (2013/14)
- Domestic homicides (2009/10 - 2013/14)
- Rate of domestic incidents per 1,000 female population

• Proportion of total violence with injury that is domestic violence offences  
Rate of domestic abuse and incidents per 1000 households Attrition (i.e. when cases fall out of the criminal justice system)

- Arrests for notifiable domestic abuse offences (a notifiable offence is any offence that falls into the Home Office counting rules<sup>18</sup>)
- Detections for domestic abuse offences (i.e. any domestic abuse offences that have been investigated and concluded)
- Charges for domestic abuse offences
- Cautions for domestic abuse offences

### Victimisation and Victim Ethnicity

- Average Repeat Victims per month (2013/14)
- Average % Repeat victims (2013/14)
- Victim Ethnicity - % White
- Victim Ethnicity - % Mixed
- Victim Ethnicity - % Asian
- Victim Ethnicity - % Black
- Victim Ethnicity - % Other Group

Crown Prosecution Service domestic violence conviction data by magistrate court

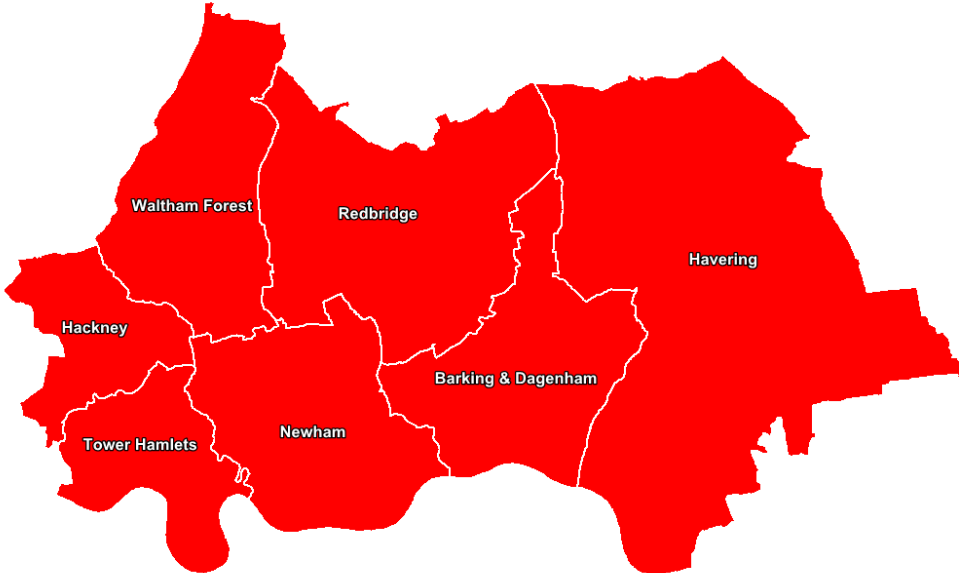
<sup>17</sup> A domestic offence is a substantive notifiable offence (as per the Home Office guidance and counting rules at <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>) that has been flagged as domestic abuse related. A domestic incident is an incident that has been flagged as domestic on the MPS system. This includes notifiable offences and also 'Specified Investigations' whereby the officer's attend the location, yet neither party involved in the incident makes an allegation of an offence taking place (and there is no evidence to suggest this either – such as injury to one or both parties). These are still recorded as 'Domestic Incidents – Specified Investigation' yet are not counted as offences.

<sup>18</sup> <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>

**NORTH:**



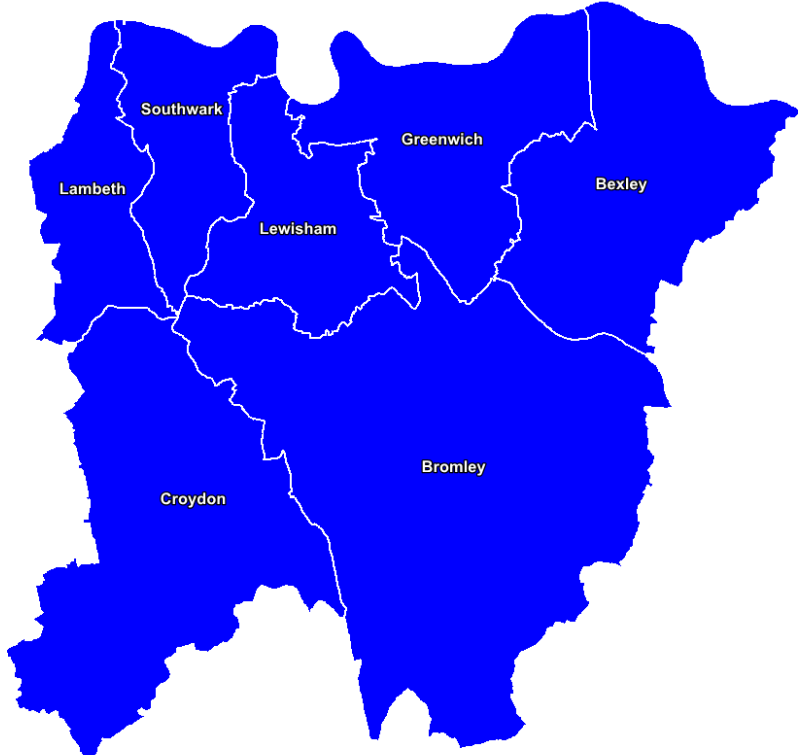
**EAST:**



**WEST:**



**SOUTH EAST:**



**SOUTH WEST:**



## Appendix L: Information on existing borough services and referral pathways

Some information from boroughs has been provided as background to the types of services and referral pathways that are in place in boroughs that provider(s) of the pan London domestic violence service will need to integrate with. Information on the following boroughs is provided:

- Barnet (West sub region)
- Tower Hamlets (East sub region)
- Newham (East sub region)
- Lewisham (South sub region)
- Richmond (South sub region)
- Sutton (South sub region)
- Merton (South sub region)

### Barnet

Information can be found on the following Barnet webpage:

[http://www.barnet.gov.uk/info/200036/domestic\\_violence/347/domestic\\_violence](http://www.barnet.gov.uk/info/200036/domestic_violence/347/domestic_violence)

At the bottom of this page there is a link to another page with all of the referral pathways.

Barnet commissions Solace Women's Aid for domestic violence services and the north London rape crisis service.

### Tower Hamlets

Here is the Tower Hamlets service directory:



Service Directory  
June 2014 Updated C

Here is the Tower Hamlets DV1 referral form, which is the main method for all referrals for domestic violence:

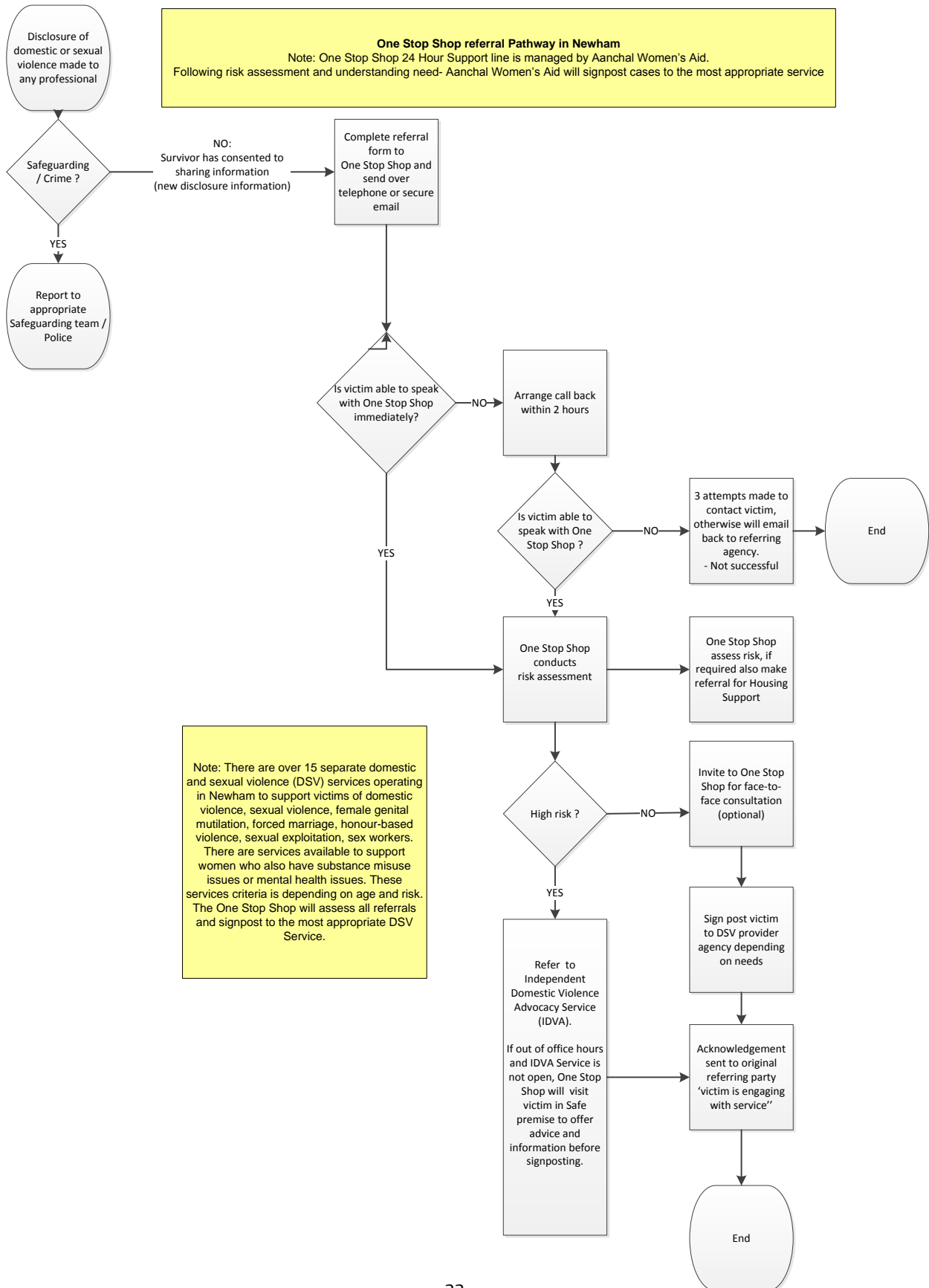


DV1 Referral  
September 17.09.doc

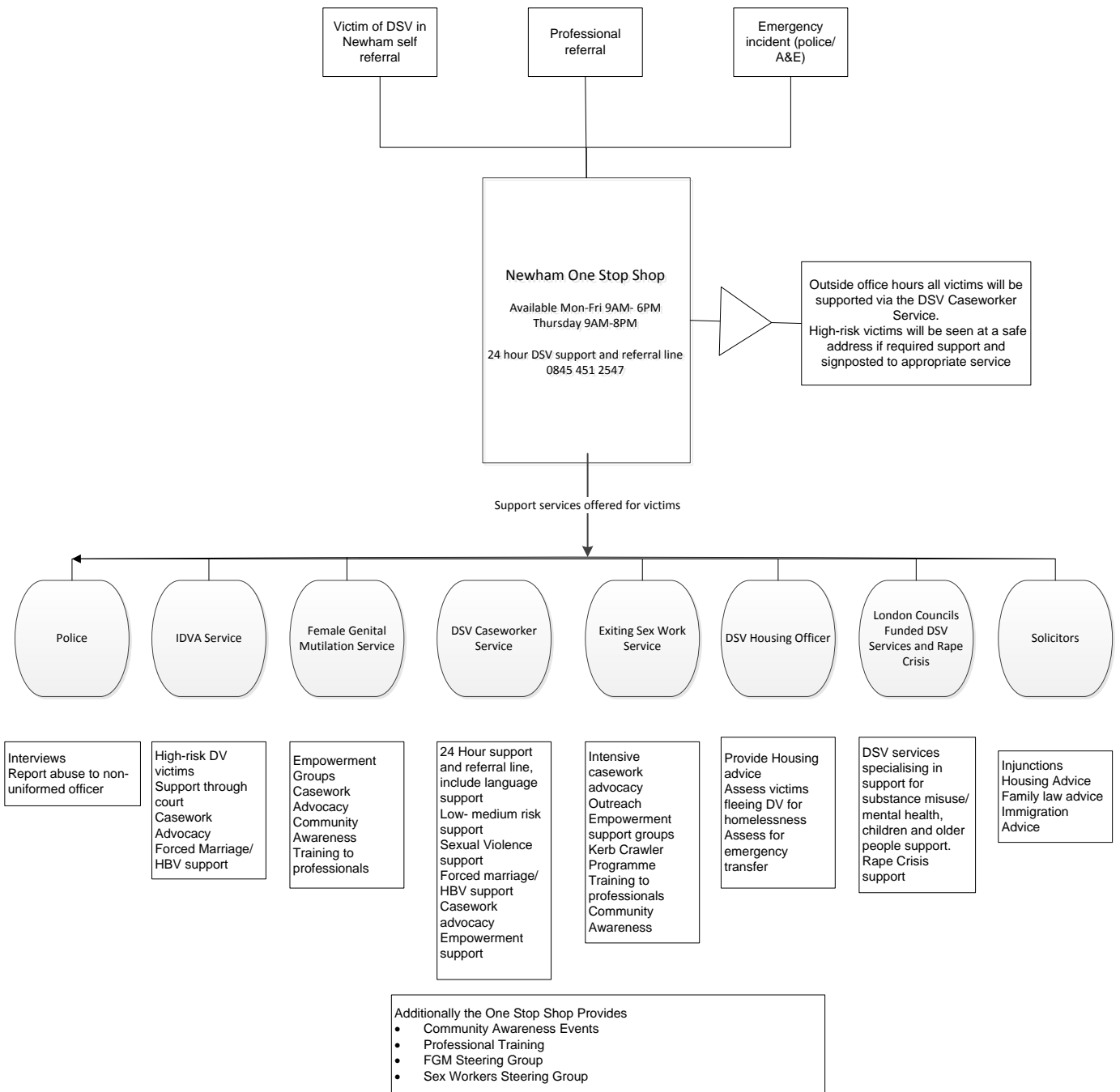


# Newham

## What happens when you refer to the One Stop Shop? Referral Pathways to One Stop Shop



# One Stop Shop Structure



## Lewisham

From April 2015, there will be a single referral pathway into the Lewisham VAWG Service for victims and/or professionals in Lewisham. For further details please contact Ade Solarin, VAWG Coordinator on [adeolu.solarin@lewisham.gov.uk](mailto:adeolu.solarin@lewisham.gov.uk).

## Richmond

### **Richmond Domestic Violence and Abuse services 0208 831 6198**

The single point of contact within Richmond Council for enquiries and information about Domestic Violence and Abuse, Hate Crime and other Violence against Women and girls issues including Rape and Sexual assault is through The Domestic Abuse and Hate Crime coordinator **Michael Allen** 0208 831 6198 [Michael.Allen@richmond.gov.uk](mailto:Michael.Allen@richmond.gov.uk). Michael coordinates all multi-agency Domestic violence and Hate Crime work within Richmond and is available to provide advice and guidance to members, council officers, staff and the public. More information can be found on the council's website on the links below:

[http://www.richmond.gov.uk/domestic\\_abuse](http://www.richmond.gov.uk/domestic_abuse)

### **Multi-Agency Risk Assessment conference (MARAC) [MARAC@richmond.gcsx.gov.uk](mailto:MARAC@richmond.gcsx.gov.uk)**

Richmond council working in partnership with Richmond Police and Refuge run a monthly MARAC meeting where information about high risk cases is shared with the aim of increasing the safety, health and well-being of victim/survivors – adults and their children. More information about the MARAC can be found on council webpages on the link below:

[http://www.richmond.gov.uk/domestic\\_abuse\\_multi-agency\\_risk\\_assessment\\_conference](http://www.richmond.gov.uk/domestic_abuse_multi-agency_risk_assessment_conference)

### **Richmond Police Community Safety Unit 0208 721 5888**

Richmond police have a dedicated team of officers who specialise in investigating Domestic Violence and abuse and Hate Crime who work closely with Refuge and the Domestic Abuse and Hate Crime coordinator to support victims of abuse.

### **Refuge Independent Domestic Violence advocacy service 020 8943 8188**

Richmond council have commissioned the National charity Refuge to provide an Independent Advice and Advocacy service for Richmond residents. This service is provided by two Independent Domestic Violence advisers (IDVA's) and one Outreach Worker who works within the borough's Children and Family centres. The IDVA's prioritise their work in support of high risk cases that are referred to the MARAC.

### **One Stop Shop 020 8943 8188 [http://www.richmond.gov.uk/one\\_stop\\_shop](http://www.richmond.gov.uk/one_stop_shop)**

Richmond Refuge coordinates a weekly drop in service for people who may be experiencing domestic violence and abuse. It is held every Thursday at [St John the Divine Church Hall, Kew Road, Richmond TW9 2PE](#), from 10am to 1pm and is a short walk from Richmond train station.

### **Hate Crime services**

Richmond Council work in partnership with a national charity **Stop Hate UK (SHUK) 0800 138 1625** who provide a third party reporting service in Richmond for people experiencing Hate Crime who may not wish to contact the police about their experiences.

[http://www.richmond.gov.uk/search\\_results?qt=Hate+crime+report](http://www.richmond.gov.uk/search_results?qt=Hate+crime+report)

### **Seeking help or advice**

Residents who are seeking help or advice about local or National Domestic Violence and abuse services should contact Refuge IDVA and Outreach service on 020 8943 8188 or contact the The Domestic Abuse and Hate Crime coordinator **Michael Allen** 0208 831 6198 [Michael.Allen@richmond.gov.uk](mailto:Michael.Allen@richmond.gov.uk).

Outside normal office hours contact should be made with the 24 hour **National Domestic Violence Helpline on 0808 2000 247**. Language Line can provide access to an interpreter for non-English speaking callers. The helpline can also accessed through the BT Type Talk Service. Calls are always confidential. **In an emergency, always phone 999.**

### **Other local and National Support Agencies**

<b>Other local and National Support Agencies</b>	
<a href="#">Refuge Floating Support</a>	<b>0208 742 7745</b>
<a href="#">DVIP (Domestic Violence Intervention Project)</a> DVIP offer assessments and interventions with adult perpetrators of domestic abuse.	<b>0207 633 9181</b>
<a href="#">Ethnic Minorities Advocacy Group (EMAG)</a> EMAG are an independent voluntary organisation working for equality and fairness for the Black and Minority Ethnic Communities living and/or working in the Borough.	<b>0208 893 9000</b>
<a href="#">Housing Options Team</a> The Housing Options team look at options to resolve people's housing problems. They run the <a href="#">Safety First Scheme</a> that aims to protect to help victims remain in their own homes by providing or improving practical security measures.	<b>0208 891 7409</b>
<a href="#">Richmond AID</a> A charity run by and for disabled people in the London Borough of Richmond upon Thames and surrounding areas who support disabled people, families, carers and professionals.	<b>020 8831 6070</b>
<b>National Services</b>	
<a href="#">Broken Rainbow Helpline</a> This is an organisation dedicated to confronting and eliminating domestic violence within and against the LGBT communities. They offer advice and support to LGBT people experiencing homophobic, transphobic and same sex domestic violence	<b>0300 999 5428</b>
<a href="#">GALOP</a> Galop gives advice and support to people who have experienced biphobia, homophobia, transphobia, sexual violence or domestic abuse	<b>0207 704 2040</b>
<a href="#">DeafHope</a> A service for Deaf women and their children who are experiencing, or are survivors of, domestic abuse.	<b>0208 772 3241 (Voice/textphone)</b>
<a href="#">Forced Marriage Unit</a> This unit is dedicated to preventing British nationals being forced into marriage overseas.	<b>0207 008 0151 or +44 (0)20 7008 0151 from overseas</b>
<a href="#">Men's Advice &amp; Enquiries</a> The MALE helpline provides a range of services aimed primarily at men experiencing domestic abuse.	<b>0808 801 0327</b>
<a href="#">Respect Phoneline</a> This is an information and advice line for professionals and for people who are concerned about their abusive and/or violent behaviour	<b>0808 802 4040</b>

towards their partners.	
<a href="#">Victim Support</a> A national charity giving free and confidential help to victims of crime.	<b>0845 3030 900</b>

Further links:

- [http://www.richmond.gov.uk/domestic\\_abuse](http://www.richmond.gov.uk/domestic_abuse)
- [http://www.richmond.gov.uk/richmond\\_domestic\\_abuse\\_forum](http://www.richmond.gov.uk/richmond_domestic_abuse_forum)
- [http://www.richmond.gov.uk/home/services/community\\_safety/domestic\\_abuse/domestic\\_abuse\\_information\\_for\\_agencies/domestic\\_abuse\\_multi-agency\\_risk\\_assessment\\_conference.htm](http://www.richmond.gov.uk/home/services/community_safety/domestic_abuse/domestic_abuse_information_for_agencies/domestic_abuse_multi-agency_risk_assessment_conference.htm)
- <http://www.refuge.org.uk/richmond/>

## Sutton

Below is a list of Sutton IDVAs and domestic violence services and Sutton's Domestic Violence One Stop Shop Poster. Clients attend the One Stop Shop on Wednesday mornings and the monthly MARAC meetings are held on the second Tuesday of each month. The Witness Care Unit and Community Safety Unit are both located in Sutton Police Station, where Sutton's Victim Support IDVAs are also based. Sutton also hold quarterly Domestic Violence Forum meetings. Sutton collaborates with Merton borough on a few issues.

### **Domestic Violence Services in Sutton**

#### **IDVAs**

*IDVAs (Independent Domestic Violence Advisors) offer free emotional support and practical advice, including information on court proceedings and legal orders. They'll help you understand your options and allow you to make decisions at your own pace.*

**Sharon Tucker, Victim Support - 0208 770 7824 / 07961 249 320**

*Mainly supports high risk victims*

[sharon.tucker@victimsupport.cjsm.net](mailto:sharon.tucker@victimsupport.cjsm.net)

**Sharon Rose, Victim Support – 0208 770 7824 / 07943 083 588**

*Mainly supports high risk victims*

[sharon.rose@victimsupport.cjsm.net](mailto:sharon.rose@victimsupport.cjsm.net)

**Shahrana Nizar, Sutton Women's Aid – 0208 401 6156**

*Supports victims at all risk levels with housing-related needs*

[snizar@suttonwomensaid.org.uk](mailto:snizar@suttonwomensaid.org.uk)

**Victim Support (victims who are not high risk) – 0207 801 1777**

*Call this number to refer clients at all risk levels, as Victim Support also has trained volunteers and staff to support low and medium risk clients.*

**Charlotte Thomson, Young Person's Violence Advisor (YPVA) – 0208 770 4843**

*Supports young people 13+ who are experiencing domestic/sexual violence in their own relationships*

[Charlotte.Thomson@sutton.gov.uk](mailto:Charlotte.Thomson@sutton.gov.uk)

#### **Women and Girls Network Advice Line**

*This pan-London service is for professionals or clients, and provides advice on services available to victims of domestic and sexual violence, particularly Black and Minority Ethnic (BME) clients who would benefit from specialist services.*

Freephone **0808 801 0660**  
Email: [advice@wgn.org.uk](mailto:advice@wgn.org.uk)

***Clients can also be referred to Sutton's DV One Stop Shop:***

Wednesdays 9:30 -11:30am  
Sutton Baptist Church, 21 Cheam Road, SM1 1SN  
Advice is available from an IDVA, Police, Citizen's Advice, and a Solicitor

***Free Legal Advice Sessions:***

Thursdays 10:00 – 11:00am  
Tweeddale Children's Centre, SM5 1SW  
0208 404 1640 (call to make an appointment)

***Student Counselling Service, Sutton Women's Centre:***

This is a women-only service which provides free, confidential counselling to clients who have experienced domestic or sexual violence  
0208 661 1991

***MARAC (Multi-Agency Risk Assessment Conference):***

Discusses the top 10% highest-risk cases in the borough  
You can complete the risk assessment yourself, or refer a client to one of the IDVA's, or the One Stop Shop, who can do this for you  
All clients discussed at MARAC will be supported by an IDVA  
Email referrals to: [sutton.marac@sutton.gov.uk.cjism.net](mailto:sutton.marac@sutton.gov.uk.cjism.net)  
Questions: Adam French: DV/MARAC Coordinator: 0208 649 0480

***Lesbian Gay Bisexual and Transgender (LGBT) services:***

LGBT clients are encouraged to visit Sutton's DV One Stop Shop, or contact Victim Support or Sutton Women's Aid for advice and support.  
Support is also available from the below organisations, which specialise in supporting LGBT clients experiencing Domestic or Sexual violence:  
[www.galop.org.uk](http://www.galop.org.uk)  
0207 704 2040  
[www.broken-rainbow.org.uk](http://www.broken-rainbow.org.uk)  
0300 999 5428

***Questions regarding DV, or MARAC referrals:  
Adam French – DV Lead, Sutton Council, 0208 649 0480  
[adam.french@sutton.gov.uk](mailto:adam.french@sutton.gov.uk)***

## **Merton**

- We currently have Victim Support that provides us with IDVA's and DV workers on borough, totalling 3 workers.
- The 3 workers also support our One Stop Shop and MARAC.
- We also have two refuges on borough, one with 3 beds and one with 18 beds.
- From January the borough will be look at coordinating a VAWG strategy.

## **Appendix M: Confidentiality Agreement**

An example of a confidentiality agreement is attached below. Provider(s) must indicate that they are willing to sign a confidentiality agreement.



Q 14-09-29 LAC  
Nondisclosure Agreeer

## **Appendix N: Information Security Agreement**

An example of an information security agreement is attached below. Provider(s) must indicate that they are willing to sign an information security agreement.



SECURITY  
SCHEDULE.docx

## **Appendix P: Grant Agreement**

MOPAC's standard grant agreement is attached below. Providers must indicate that they are content with the terms and conditions as set out in this document.



Generic Grant  
Agreement.doc

## **Appendix Q: Borough frequently asked questions**

Boroughs were given the opportunity to raise comments and questions both at a small focus group (with some boroughs) and over email. The key areas to which our attention was drawn are outlined in the following document together with MOPAC's responses to these.



Pan London DV  
service FAQ DEC 12 \

## **Appendix R: Notes of meeting with potential providers**

MOPAC held a meeting with potential providers of the pan London domestic violence service on 20 November 2014. A note of the meeting is attached below.



Notes of meeting  
with potential provide

## **Appendix S: Presentation given at meeting with potential providers**

MOPAC held a meeting with potential providers of the pan London domestic violence service on 20 November 2014. The presentation that was given at the meeting is attached below. There are notes under the slides.



Pan London DV  
Service 5.pptx

## **Appendix T: Funding decision for the pan London domestic violence service**

The Deputy Mayor for Policing and Crime decision on funding for a pan London domestic violence service can be found at <https://www.london.gov.uk/priorities/policing-crime/mopac-decisions/2014/december-2014>