

**Leicester City Council**

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**Specialist Integrated Domestic Violence Services in  
Leicester City**

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**Part Three**

**Specification**



**March 2012**



### 3 Specifications

• Lot/Service	• <b>LOT 1: Domestic Violence Family Service</b>
• Commissioner Lead	• <b>Leicester City Council</b>
• Period	• <b>1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015</b>

#### 1. BRIEF SUMMARY OF SERVICES

To provide support to children and young people aged 0-19 affected by domestic violence (current or past) through one to one and group activity. To prioritise children of victims assessed as high risk of homicide or serious injury. To engage and support young people experiencing domestic violence in their intimate relationships and to support those young people using violence in their relationships due to previous exposure to domestic violence. To engage and support women in pregnancy and to improve positive parenting capacity for parents and carers.

#### 2. BACKGROUND AND CONTEXT OF SERVICE

Many of those who experience domestic violence have children or are pregnant. Research indicates that for many women domestic violence can begin in pregnancy. There have also been a number of serious case reviews involving babies under one and domestic violence. Many teenagers report experiencing sexual violence and domestic violence in their dating relationships. Nearly 200 children were known to be 'involved' in Multi-Agency Risk Assessment Conferences (MARAC) for victims at high risk of homicide or serious injury during 2010-11.

Parents can need support to rebuild their parenting relationship once free from domestic violence and can also benefit from support to acknowledge the impact of the domestic violence on the lives of their children (both abusing and non-abusing parent). There can be a number of issues impacting on parenting at the same time, including problematic substance use and poor mental health. The earlier support is received, the more effective it can be.

There is a local need to have specialist services for those children and young people who have experienced domestic violence and to support local practitioners from other services in the identification and appropriate response to those families affected by domestic violence. Evidence suggests that concurrent work with perpetrators, victims and their children can be safely managed through sound inter-agency collaboration.

#### 3. SPECIFIC AIMS AND OBJECTIVES OF THE SERVICE

**Aim:** To provide spaces for the voices of children and young people affected by domestic violence to be heard. To promote and develop healthy relationships and to improve the educational attainment of children and young people by engaging with families who have experienced domestic violence

**Objectives:**

- To provide individual and group support to children and young people affected by

domestic violence, including specific interventions for those using violence

- To provide individual and group support to parents and carers affected by domestic violence
- To engage with health and other family practitioners
- To provide awareness and training support to teachers and others working with children, young people and parents on domestic violence and sexual violence, including female genital mutilation, honour based violence and forced marriage

#### 4. STRATEGIC AIMS AND PRIORITIES

**Note:** The service provider will not be responsible for reporting progress against the priorities and indicators below. The performance measures described in Section 8 below will be used as indicators of overall 'direction of travel', and as specific measures of service effectiveness.

##### Link to corporate priorities

Corporate Plan 2011/12	<ul style="list-style-type: none"> <li>• Make Leicester a centre for excellence</li> <li>• Improving children's lives</li> <li>• Reducing inequalities</li> <li>• Reducing health inequalities</li> <li>• Improving the economy</li> </ul>
Children and Young People's Plan 2009-14	<ul style="list-style-type: none"> <li>• Priority 1: Safeguard and Promote Welfare of all vulnerable children and young people</li> <li>• Priority 2: Improve children's health and reduce the gap between the most and least deprived</li> <li>• Priority 3 Raise achievement in Leicester to national averages and higher, and narrow the gap between the lowest achievers and other children.</li> <li>• Priority 4 Develop an integrated children's workforce that 'thinks family' and intervenes early to narrow the gap between vulnerable and other children.</li> <li>• Priority 6 Improve outcomes for particularly vulnerable groups of children and young people: looked after Children, children and young people with special educational needs/learning difficulties and/or disabilities, young offenders and children and young people who are carers for others</li> </ul>
Homelessness Strategy	<ul style="list-style-type: none"> <li>• To prevent homelessness and to tackle the wider causes of homelessness</li> <li>• To secure accommodation for homeless people across a range of tenures and to manage and reduce the use of temporary accommodation</li> </ul>
Parenting Strategy	<ul style="list-style-type: none"> <li>• To ensure that all parents are able to receive the information, services and support that will help them to care for their children and equipping them with the skills they need to ensure that their children have the best possible life</li> </ul>

	chances and are healthy and safe
Leicester Inter-Agency Domestic Violence Strategy	All
<b>Performance Indicators</b>	
<ul style="list-style-type: none"> <li>• Reduce repeat presentations at MARAC within 12 month period</li> </ul>	
<ul style="list-style-type: none"> <li>• People moving on in a planned way</li> </ul>	
<ul style="list-style-type: none"> <li>• People establishing/ maintaining independent living</li> </ul>	
<ul style="list-style-type: none"> <li>• Improve outcomes for particular vulnerable groups of children and young people around social, emotional and behavioural difficulties</li> </ul>	

## 5. SERVICES AND ACTIVITIES TO BE DELIVERED

We welcome innovation in the methods for providing this service. Whilst allowing for innovative ways to deliver this service, activity must include:

### Referral:

- Self and agency referral
- Adoption of unique reference code to each child or young person, to follow through all contact
- Completion of DASH assessment for adult victim
- Adopt Barnados assessment for children and young people and domestic violence, or an appropriate equivalent
- Refer to the Domestic Violence Safe Home service and others as appropriate

### Activities:

- Deliver one to one and group support for children and young people affected by domestic violence
- Deliver group programmes for young people using violence in their relationships based on the respect1 toolkit
- Deliver training and awareness sessions with local practitioners
- Offer healthy relationship sessions (around sexual and domestic violence) support and delivery in school and youth settings following established good practice
- Provide crèche facilities and respite activities (day trips for example) for children and young people living in either the community or supported accommodation
- Provide drop in sessions in local communities
- Safety planning for children and young people
- Support the victim and survivor service in the delivery of domestic violence support groups for adult survivors
- Support parents and carers to enhance their independent living and parenting skills

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1 Respect being in this instance the national charity working with domestic violence perpetrators

**Service Delivery:**

- Actively encourage school liaison and support
- Close joint work with other specialist domestic violence services in Leicester
- Complete framework for assessment of need for children and their families
- Appropriate safeguarding identification, alert and risk management systems
- Ensure holiday and out of hours/emergency service
- To include a degree of in house, non-english, language provision, relevant to local area
- Satisfaction questionnaires for children and young people
- In partnership with the perpetrator programme and the victim and survivor service
- Use of MODUS case management and Multi-Agency Risk Assessment Conference (MARAC) online referral system

**6. TARGET GROUPS OR AREAS FOR THE SERVICE**

The service is for anyone affected by domestic violence currently or intending to live or work in Leicester or supporting someone in that position. These individuals may or may not have children. 'Affected by domestic violence' includes those who have experienced domestic violence in the past or who are currently suffering from, fleeing or otherwise affected by domestic violence (as in friend, neighbour or family member, including concern about own behaviour). Domestic violence is not restricted to physical violence or criminal record and is defined as the:

'Misuse of power based on a range of control mechanisms which can include physical, sexual, psychological, social or economic abuse of an individual by a partner, ex-partner, carer or one or more family member aged 16 or over in an existing or previous domestic relationship. This is across age, gender, sexual orientation, religion or belief, ethnicity, disability, HIV status, class or location. This includes honour based violence, forced marriage and female genital mutilation.'

It is citywide, although there are historically higher and lower areas of reporting to Police, which may require different interventions.

The service needs to give specific regard to generally under- represented groups such as:

- Those aged over 60 years
- Male victims
- Those aged 16-25 years
- Those from black, minority ethnic and refugee communities
- Those with no recourse to public funds
- Those identifying as disabled
- Those identifying as Gay, Lesbian, Bisexual or Transgender
- Those whose preferred language may not be English

## **7. ENVIRONMENTAL SUSTAINABILITY, EQUALITIES AND OTHER IMPACTS**

Those designing the service should be able to show consideration of:

- Reducing energy consumption
- Reducing emissions from transport
- Reducing waste
- Promoting local sourcing and employment
- Community cohesion
- Equality

## 8. PERFORMANCE MEASURES FOR THE SERVICE

8. PERFORMANCE MEASURES FOR THE SERVICE			
Outcomes			
Outcome	Target 2012-13	Target 2013-14	Supporting Evidence (examples of how this could be measured)
Service users have greater understanding of impact of domestic violence on themselves and others	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	Intake, review and exit assessment
Improved information sharing inter and intra-agency, including service users	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	360' appraisal
Children and young people feel safe at home	80%	% improvement to be negotiated	
Improved attendance and performance in education	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	Education Welfare Data System Intake, review and exit assessment
Children and young people engage in support	65%	% improvement to be negotiated	
Parents and carers engage in support	65%	% improvement to be negotiated	
Service users report healthier relationships	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
There is a reduction in domestic violence	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Increased awareness of domestic violence locally amongst practitioners and the public	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Decrease in attitudes supportive of domestic violence	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	



Parents feel more positive about their parenting capacity	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Children and young people are safer	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Improved social, emotional and behavioural skills in children and young people affected by domestic violence	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
There is a clear re-integration plan for children and young people affected by DV into universal services	Can be evidenced	Improvement to be negotiated	
<b>Key Outputs</b>			
<b>Output</b>	<b>Target Number '12-142</b>	<b>Supporting Evidence</b>	
Number of families referred to the service			
Number of children and young people in those families			
Number of repeat referrals			
Number of domestic violence groups completed (list type for example recovery toolkit; freedom)			
Number of respect toolkit groups completed			
Number of people commencing groups (with demographics)			
Number of people completing groups (with demographics)			
Number of training & awareness sessions delivered (and locations such as schools)			
Number of community events held			
Number of one to one support hours delivered			
Number of CAFs (or equivalent) completed			
Number of inputs into multi-agency safeguarding meetings/reviews			
Number of cases opened			
Number of cases closed			
Number of DASH assessments completed			
Number of crèche hours provided			

2 To be proposed by tenderer in their submission, see section 6

Number of children and young people accessing service (detail by service element)		
Number of complaints received (and number resolved)		

## 9. Milestones

Activity/Action	By when	Related Output/Outcome
<i>In the tender submission, all potential providers are asked to produce a delivery plan with key milestones for when the outputs and outcomes will be achieved</i>		

## 10. Location/Availability/Accessibility of Service

The services should be provided in a manner which is accessible to anyone within Leicester. Location and accessibility should take the safety of staff, volunteers and service users into account. Availability should take into account knowledge around the 'golden hour' of intervention and suitable holiday and 'out of office' hours cover.

## 11. Partnership Arrangements

The service needs to work in close partnership with all of the domestic violence specialist services in the city and county, together with nationally recognised organisations with specialisms within domestic violence.

It is also key that positive working relationships are developed and sustained with other agencies, including:

- Social care and safeguarding, LCC (adults and children)
- Family support workers and childcare staff, LCC
- Police domestic abuse investigation officers, referral desk staff, MARAC Co-ordinator, LPU Sergeants
- Housing Options, LCC
- Housing Management, LCC
- Leicestershire & Rutland Probation Trust
- Public Health, LCC
- NHS Practitioners, particularly Health Visitors, Specialist Nurse for DV, Midwives and General Practitioners (GP)
- Family Intervention Projects
- Youth Offending Service, LCC
- Leicestershire Fire and Rescue Service
- Regional Equality & Diversity Partnership
- Her Majesty's Court and Tribunals Service
- Crown Prosecution Service
- Leicester Education Improvement Alliance

## 12. CONTRACT VALUE

1/8/12 – 31/3/13: £91,560  
1/4/13 – 31/3/14: £126,900  
1/4/14 – 31/3/15: £118,050

**Total: £336,510**

## 13. Timescales/Period of Contract

1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015.

## 14. MONITORING AND RECORDING ARRANGEMENTS

What	Frequency	Arrangement
Equality Report	Quarterly	Report to note demographics of staff team, volunteers and clients; live equality impact action plan detailing issues identified and actions taken to remedy. All protected characteristics to be monitored, as defined in Equality Act 2010
Performance Report	Quarterly	Update on all outputs and outcomes against targets, including milestones and agreed data monitoring set that includes risk level and factors; demographics; co-morbidity factors; needs, work undertaken, referrals to duty and assessment CYPS, outcomes and referral patterns
Finance Report	Quarterly	Detail on actual spend against projections and projections for subsequent quarter, with narrative to explain any diversion and any emerging issues
Unannounced visit	Once in any 18 month period	Case file audit Access to staff and client files Access to service users with their permission
Service User Accountability Report	Annually	To note all actions taken to secure service user involvement and feedback and any actions arising from this, to include any comments or complaints from service users
360 degree appraisal	18 months	Questionnaire from contract officer to stakeholders, including staff and service users, to ask about effectiveness and overall quality of the service

## 15. Quality Standards (see also section 4: Conditions of Contract)

- Training and support mechanisms for staff and volunteers
- Safe Network Standards, NSPCC 2012
- Rape Crisis National Service Standards 2012
- National Occupational Standards for Preventing and Tackling Domestic and Sexual Abuse (2009) Skills for Justice
- Emerging National Institute Clinical Excellence (NICE) guidelines relating to domestic violence (expected 2014)
- Service user accountability
- Voluntary and community organisations to be working or have attained PQASSO
- Information sharing agreement for domestic violence data (personal and aggregate)
- Inter-agency protocols (including Specialist Domestic Violence Court; Multi-Agency Risk Assessment Conference Operating Protocol; Independent Domestic Violence Advisor Protocol), including those currently in place and any others ratified by the Domestic Violence Delivery Group during the lifetime of the service
- Generic quality standards as laid out in the conditions of contract schedule 2

#### **16. Commissioning Officer Details**

Daxa Pancholi  
Head of Community Safety/ Partnership Manager  
0116 252 8634

• Lot/Service	• <b>LOT 2: Domestic Violence Safe Home Service</b>
• Lead Commissioner	• <b>Leicester City Council</b>
• Period	• <b>1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015</b>

### 1. BRIEF SUMMARY OF SERVICE

To support men and women with or without children who have experienced domestic violence with promptly attaining safe accommodation. This includes securing existing accommodation where appropriate and safe to do so, supporting those fleeing violence to secure a housing transfer or alternative safe temporary accommodation, including homeless applications where appropriate and also supporting prompt move on to future independent safe accommodation. It should be flexible to the needs of all and involve liaison with victim and survivor, family and perpetrator services to aid re-settlement and long-term housing stability and safety.

### 2. BACKGROUND AND CONTEXT OF SERVICE

A number of housing solutions need to be available to assist someone who has or is experiencing domestic violence to feel safe in their home. Refuge type accommodation, with support workers on site, where every resident has left a domestic violence situation, can be very positive. Victims of domestic violence may need housing assistance for a number of different situations including respite, emergency situations, planned separation, and to feel secure in their own home. Individual circumstances vary and accommodation solutions need to take into account pets, child or adult dependents, threat of being tracked, further attacks, isolation, education and employment commitments, older male children, and the desire for the perpetrator to be the one who leaves.

### 3. SPECIFIC AIMS AND OBJECTIVES OF THE SERVICE

**Aim:** To increase the number of adults and children who feel safe in their own home through providing a range of housing options to those who have experienced domestic violence.

**Objectives:**

- To engage families in considering the most appropriate accommodation options for their current need
- To support victims to secure their existing home and sustain independent living where appropriate
- To secure alternative safe accommodation where necessary that can meet individual need
- To consider perpetrator moves instead of victim moves, where appropriate
- To ensure timely move on from any temporary accommodation to sustainable independent living
- To assist parents and carers to meet the physical and emotional needs of their children whilst living in temporary accommodation

#### 4. STRATEGIC AIMS AND PRIORITIES

**Note:** The service provider will not be responsible for reporting progress against the priorities and indicators below. The performance measures described in Section 8 below will be used as indicators of overall 'direction of travel', and as specific measures of service effectiveness.

##### Link to corporate priorities

Corporate Plan 2011/12	<ul style="list-style-type: none"> <li>• Make Leicester a centre for excellence</li> <li>• Improving children's lives</li> <li>• Reducing inequalities</li> <li>• Reducing health inequalities</li> <li>• Improving the economy</li> </ul>
Children and Young People's Plan 2009-14	<ul style="list-style-type: none"> <li>• Priority 1: Safeguard and Promote Welfare of all vulnerable children and young people</li> <li>• Priority 2: Improve children's health and reduce the gap between the most and least deprived</li> <li>• Priority 3 Raise achievement in Leicester to national averages and higher, and narrow the gap between the lowest achievers and other children.</li> <li>• Priority 4 Develop an integrated children's workforce that 'thinks family' and intervenes early to narrow the gap between vulnerable and other children.</li> <li>• Priority 6 Improve outcomes for particularly vulnerable groups of children and young people: looked after Children, children and young people with special educational needs/learning difficulties and/or disabilities, young offenders and children and young people who are carers for others</li> </ul>
Homelessness Strategy	<ul style="list-style-type: none"> <li>• To prevent homelessness and to tackle the wider causes of homelessness</li> <li>• To secure accommodation for homeless people across a range of tenures and to manage and reduce the use of temporary accommodation</li> </ul>
Parenting Strategy	<ul style="list-style-type: none"> <li>• To ensure that all parents are able to receive the information, services and support that will help them to care for their children and equipping them with the skills they need to ensure that their children have the best possible life chances and are healthy and safe</li> </ul>
Leicester Inter-Agency Domestic Violence Strategy	All

## Performance Indicators

- Reduce repeat presentations at MARAC within 12 month period
- People moving on in a planned way
- People establishing/ maintaining independent living
- Improve outcomes for particular vulnerable groups of children and young people around social, emotional and behavioural difficulties

## 5. SERVICES AND ACTIVITIES TO BE DELIVERED

We welcome innovation in the methods for providing this service. Whilst allowing for innovative ways to deliver this service, activity must include:

### Referral:

- Referrals received through Leicester Domestic Violence Specialist Services: Family; Victim or Perpetrator
- Use of unique reference code as provided by victim, family or perpetrator service, to follow through all contact

### Activities:

- Housing needs assessment
- Sanctuary type scheme
- Alternative accommodation for the perpetrator
- Emergency accommodation
- Supported accommodation
- Women only accommodation
- Accommodation options for those with pets
- Accommodation options for male victims
- Accommodation options for those with or without adult and child dependents
- Long term accommodation solutions

### Service Delivery:

- Prompt liaison with local authority housing teams to support with homelessness, transfer or move on as appropriate
- Use of MODUS case management
- Close joint working with all other specialist domestic violence services in Leicester who will provide emotional support around domestic violence

The outcomes sought are as detailed in section 8a

## 6. TARGET GROUPS OR AREAS FOR THE SERVICE

The service is for anyone affected by domestic violence with or without children, currently or intending to live or work in Leicester or supporting someone in that position. 'Affected by domestic violence' includes those who have experienced domestic violence in the past or who are currently suffering from, fleeing or otherwise affected by domestic violence (as in friend, neighbour or family member, including concern about own behaviour). Domestic violence is not restricted to physical violence or criminal record and is defined as the:

'Misuse of power based on a range of control mechanisms which can include physical, sexual, psychological, social or economic abuse of an individual by a partner, ex-partner, carer or one or more family member aged 16 or over in an existing or previous domestic relationship. This is across age, gender, sexual orientation, religion or belief, ethnicity, disability, HIV status, class or location. This includes honour based violence, forced marriage and female genital mutilation.'

It is citywide, although there are historically higher and lower areas of reporting to Police, which may require different interventions.

The service needs to give specific regard to generally under- represented groups such as:

- Those aged over 60 years
- Male victims
- Those aged 16-25 years
- Those from black, minority ethnic and refugee communities
- Those with no recourse to public funds
- Those identifying as disabled
- Those identifying as Gay, Lesbian, Bisexual or Transgender
- Those whose preferred language may not be English

## 7. ENVIRONMENTAL SUSTAINABILITY, EQUALITIES AND OTHER IMPACTS

Those designing the service should be able to show consideration of:

- Reducing energy consumption
- Reducing emissions from transport
- Reducing waste
- Promoting local sourcing
- Community cohesion
- Equality

## 8. PERFORMANCE MEASURES FOR THE SERVICE

### Outcomes

Outcome	Target 2012-13	Target 2013-14	Supporting Evidence (examples of how this could be measured)



Victim feels safer at home	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	Intake, review and exit assessment
Timely move on where there has been disruption to own home	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Victim has increased confidence in independent living	75%	% improvement to be negotiated	
Maintained independent living	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Moved on to independent living	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	
Victims satisfied with support offered in relation to accommodation options	85%	% improvement to be negotiated	
Housing options for those experiencing domestic violence are managed appropriately	Baseline to be ascertainable by 31/3/13	% improvement to be negotiated	360' appraisal

### Outputs

Output	Target Number 2012-143	Supporting Evidence
Number of referrals		
Number of cases opened		
Number of own homes secured		
Number of perpetrators found alternative accommodation		
Number of homelessness applications		
Number of housing transfers		
Number of private rentals secured		
Number of cases closed		
Number of temporary support accommodation placements secured		
Number of repeat referrals		
Number of other housing solutions secured (detail)		

3 To be proposed by the Tenderer in their submission (section 6)

## 9. Milestones

Activity/Action	By when	Related Output/Outcome
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*In the tender submission, all potential providers are asked to produce a delivery plan with key milestones for when the outputs and outcomes will be achieved*

## 10. Location/Availability/Accessibility of Service

The services should be provided in a manner which is accessible to anyone within Leicester. Location and accessibility should take the safety of staff, volunteers and service users into account. Availability should take into account knowledge around the 'golden hour' of intervention and suitable holiday and 'out of office' hours cover.

## 11. Partnership Arrangements

The service needs to work in close partnership with all of the domestic violence specialist services in the city and county, together with nationally recognised organisations with specialisms within domestic violence.

It is also key that positive working relationships are developed and sustained with other agencies, including:

- Social care and safeguarding, LCC (adults and children)
- Family support workers and childcare staff, LCC
- Police domestic abuse investigation officers, referral desk staff, MARAC Co-ordinator, LPU Sergeants
- Housing Options, LCC
- Housing Management, LCC
- Leicestershire & Rutland Probation Trust
- Public Health, LCC
- Family Intervention Projects
- Youth Offending Service, LCC
- Leicestershire Fire and Rescue Service
- Regional Equality & Diversity Partnership
- Her Majesty's Court and Tribunals Service
- Crown Prosecution Service

## 12. CONTRACT VALUE

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### 14. MONITORING AND RECORDING ARRANGEMENTS

What	Frequency	Arrangement
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Performance Report	Quarterly	Update on all outputs and outcomes against targets, including milestones and agreed data monitoring set that includes housing tenure at entry and exit, interventions, demographics and outcomes.
Finance Report	Quarterly	Detail on actual spend against projections and projections for subsequent quarter, with narrative to explain any diversion and any emerging issues
Unannounced visit	Once in any 18 month period	Case file audit Access to staff and client files Access to service users with their permission
Service User Accountability Report	Annually	To note all actions taken to secure service user involvement and feedback and any actions arising from this, to include any comments or complaints from service users
360 degree appraisal	18 months	Questionnaire from contract officer to stakeholders, including staff and service users, to ask about effectiveness and overall quality of the service

### 15. QUALITY STANDARDS (see also section 4: conditions of contract)

- Training and support mechanisms for staff and volunteers
- Safe Network Standards, NSPCC 2012
- National Occupational Standards for Preventing and Tackling Domestic and Sexual Abuse (2009) Skills for Justice
- Service user accountability
- Voluntary and community organisations to be working or have attained PQASSO

- Information sharing agreement for domestic violence data (personal and aggregate)
- Inter-agency protocols (including Specialist Domestic Violence Court; Multi-Agency Risk Assessment Conference Operating Protocol; Independent Domestic Violence Advisor Protocol), including those currently in place and any others ratified by the Domestic Violence Delivery Group during the lifetime of the service

#### **16. COMMISSIONING OFFICER DETAILS**

Daxa Pancholi  
Head of Community Safety/ Partnership Manager  
0116 252 8634

•	Lot/Service	• <b>LOT 3: Domestic Violence Victim &amp; Survivor Service</b>
•	Commissioner	• <b>Leicester City Council</b>
•	Lead	
•	Period	• <b>1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015</b>

## 1. BRIEF SUMMARY OF SERVICE

To provide a Freephone helpline service in Leicester for anyone affected by domestic violence, including weekend, bank holiday and evening cover. To offer call back and telephone counselling options and to provide a clear role for third party reporting and support. To be the main referral point for those seeking support and information regarding domestic violence in Leicester and offer support in a holistic and integrated manner.

To provide outreach support on an individual and group basis to men and women in Leicester aged over 16 who have suffered domestic violence. To seek early intervention opportunities and to work with the Safe Home service to assist with move on and resettlement following any disruption caused by the domestic violence.

To provide an accredited Independent Domestic Violence Advisor (IDVA) service to men and women in Leicester aged over 16 who have been assessed as at high risk of homicide or serious injury via CAADA DASH. To represent the victims voice at the MARAC (where the local threshold is reached) and co-ordinate the MARAC action plan.

## 2. BACKGROUND AND CONTEXT OF SERVICE

Practitioners and general members of the public make use of domestic violence helpline and support services both locally and nationally. It is important that people get help at the earliest possible opportunity. Local consultation showed that people want a Freephone number to access support, and one that is free from mobile phones. Those affected by domestic violence are likely to experience housing issues as they do not feel safe in their own home, health issues due to the on-going and possibly escalating stress and violence and wider issues relating to their finances, parenting, immigration status, employment and community engagement. Around 10% of all victims of domestic violence are thought to be at high risk of homicide or serious injury. Independent Domestic Violence Advisors work with this highest level of risk. Other support workers cover all levels of risk where there is domestic violence.

## 3. SPECIFIC AIMS AND OBJECTIVES OF THE SERVICE

**Aim:** To provide appropriate and timely support, information and practical assistance to anyone who has suffered from domestic violence

**Objectives:**

- To provide an avenue and referral pathway for third party and self-reporting
- To establish a range of access gateways for support regarding domestic violence
- To provide interventions across the range of risk levels and tiers of need
- To meet short and longer term support needs through best use of resources

#### 4. STRATEGIC AIMS AND PRIORITIES

**Note:** The service provider will not be responsible for reporting progress against the priorities and indicators below. The performance measures described in Section 8 below will be used as indicators of overall 'direction of travel', and as specific measures of service effectiveness.

##### Link to corporate priorities

Corporate Plan 2011/12	<ul style="list-style-type: none"> <li>• Make Leicester a centre for excellence</li> <li>• Improving children's lives</li> <li>• Reducing inequalities</li> <li>• Reducing health inequalities</li> <li>• Improving the economy</li> </ul>
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Homelessness Strategy	<ul style="list-style-type: none"> <li>• To prevent homelessness and to tackle the wider causes of homelessness</li> <li>• To secure accommodation for homeless people across a range of tenures and to manage and reduce the use of temporary accommodation</li> </ul>
Parenting Strategy	<ul style="list-style-type: none"> <li>• To ensure that all parents are able to receive the information, services and support that will help them to care for their children and equipping them with the skills they need to ensure that their children have the best possible life chances and are healthy and safe</li> </ul>
Leicester Inter-Agency Domestic Violence Strategy	All

##### Performance Indicators

<ul style="list-style-type: none"> <li>• Reduce repeat presentations at MARAC within 12 month period</li> </ul>
<ul style="list-style-type: none"> <li>• People moving on in a planned way</li> </ul>
<ul style="list-style-type: none"> <li>• People establishing/ maintaining independent living</li> </ul>
<ul style="list-style-type: none"> <li>• Improve outcomes for particular vulnerable groups of children and young people around social, emotional and behavioural difficulties</li> </ul>

## 5. SERVICES AND ACTIVITIES TO BE DELIVERED

We welcome innovation in the methods for providing this service. Whilst allowing for innovative ways to deliver this service, activity must include:

### Referral:

- Self, third party and agency referral
- Allocation of unique reference code to progress through all contacts
- Provision of holiday and out of hours/emergency access to caseworkers
- Appropriate safeguarding identification, alert and risk management systems
- Referral to and from other local and national services as appropriate to need, including Family Service, Perpetrator Service and Safe Home Service
- Completion of DASH assessment

### Activities:

- Co-location sites such as within NHS; Police; Education, Family Support Services
- Freephone contact number
- Co-ordinate, quality assure, promote and deliver domestic violence support groups across the city
- Element of women only; male; mixed provision as appropriate to level of need
- Timely intervention
- Staff drop in sessions in local communities
- Train and support of community champions network/ positive deviance groups or other such neighbourhood level intervention
- Telephone counselling
- Staff the Specialist Domestic Violence Court (SDVC) effectively
- Safety planning
- Participate in the CPS Scrutiny Panels for domestic violence cases
- Telephone support and information regarding domestic violence experience and options for increasing safety
- Provision and maintenance of web-site and information hub for all DV services, including groups in Leicester
- Manage a risk register for CAADA DASH high risk victims not reaching local MARAC threshold
- Support and liaison for those partners of local perpetrators on the Perpetrator Intervention Service Programme

- Provision of domestic violence training to local statutory and voluntary partners

**Service Delivery:**

- Minimum of one member of staff supervising volunteers at all times
- A degree of in house, non-english, language provision relevant to local community
- Close joint work with other specialist domestic violence services in Leicester
- Adoption of Insights monitoring scheme
- Provision of CAADA accredited (leading lights) IDVA service, with IDVAs supporting caseloads of 80-100 high risk victims a year
- Individual case management for repeat callers
- Offers evidence based interventions and builds the evidence base
- Use of MODUS case management and MARAC referral systems

The outcomes sought are as detailed in section 8a

## 6. TARGET GROUPS OR AREAS FOR THE SERVICE

The service is for anyone affected by domestic violence, with or without children, currently or intending to live or work in Leicester or supporting someone in that position. 'Affected by domestic violence' includes those who have experienced domestic violence in the past or who are currently suffering from, fleeing or otherwise affected by domestic violence (as in friend, neighbour or family member, including those concerned about their own behaviour). Domestic violence is not restricted to physical violence or criminal record and is defined as the:

'Misuse of power based on a range of control mechanisms which can include physical, sexual, psychological, social or economic abuse of an individual by a partner, ex-partner, carer or one or more family member aged 16 or over in an existing or previous domestic relationship. This is across age, gender, sexual orientation, religion or belief, ethnicity, disability, HIV status, class or location. This includes honour based violence, forced marriage and female genital mutilation.'

It is citywide, although there are historically higher and lower areas of reporting to Police, which may require different interventions.

The service needs to give specific regard to generally under- represented groups such as:

- Those aged over 60 years
- Male victims
- Those aged 16-25 years
- Those from black, minority ethnic and refugee communities
- Those with no recourse to public funds
- Those identifying as disabled
- Those identifying as Gay, Lesbian, Bisexual or Transgender



- Those whose preferred language may not be English

## 7. ENVIRONMENTAL SUSTAINABILITY, EQUALITIES AND OTHER IMPACTS

Those designing the service should be able to show consideration of:

- Reducing energy consumption
- Reducing emissions from transport
- Reducing waste
- Promoting local sourcing
- Community cohesion
- Equality

## 8. PERFORMANCE MEASURES FOR THE SERVICE

Outcome	Target 2012-13	Target 2013-14	Supporting Evidence (example of how this could be measured)
Service user feels safer following intervention	80%	% improvement to be negotiated	Insights service
Service user experience a reduction in domestic violence	65%	% improvement to be negotiated	Insights service
Service user experiences improved health and well being	75%	% improvement to be negotiated	Insights service

Service users reflect the local community as estimated to be effected by domestic violence	Positive evidence	% improvement to be negotiated	Insights service
Victims engage in support	70%	% improvement to be negotiated	Insights service
Positive change brought to local practice and policy	Positive evidence	% improvement to be negotiated	360' appraisal
Service users are clear what to expect from domestic violence specialist services	Positive evidence	% improvement to be negotiated	360' appraisal
Service users feel positive about the referral process	Positive evidence	% improvement to be negotiated	360' appraisal
Local stakeholders feel positive about the referral process	Positive evidence	% improvement to be negotiated	360' appraisal
Service is adapted to meet identified service user needs	Positive evidence	% improvement to be negotiated	Annual service user accountability report
Stakeholders feel confident in the expertise of staff	80%	% improvement to be negotiated	360' appraisal

## Outputs

Output	*Target Number	Supporting Evidence
Number of safety plans completed		
Number of intake forms completed		
Number of CAADA DASH assessments completed		
Number of MARAC referrals made		
Number of volunteers recruited (by all demographics)		
Number of staff training sessions held		
Number of staff supervision sessions		
Number of risk assessments		

completed within 24hours of first contact		
Number of exit forms completed (specifycriminal justice and standard)		
Number of people accessing the service (by all demographics)		
Number of volunteers trained		
Number of volunteer supervision sessions held		
Number of call backs		
Number of telephone support hours delivered		
Number of telephone counselling hours delivered		
Number of CAF (or recognised equivalent) submissions		
Number of repeat referrals		
Number of complaints received ( and number resolved)		
Number of court sessions attended (including SDVC)		
Number of 'out of hours' (not 9am-5pm) interventions		

## 9. MILESTONES

Activity/Action	By when	Related Output/Outcome
<i>In the tender submission, all potential providers are asked to produce a delivery plan with key milestones for when the outputs and outcomes will be achieved</i>		

## 10. LOCATION/AVAILABILITY/ACCESSIBILITY OF SERVICE

The services should be provided in a manner which is accessible to anyone within Leicester. Location and accessibility should take the safety of staff, volunteers and service users into account. Availability should take into account knowledge around the 'golden hour' of intervention and suitable holiday and 'out of office' hours cover.

## 11. PARTNERSHIP ARRANGEMENTS

The service needs to work in close partnership with all of the domestic violence specialist services in the city and county, together with nationally recognised organisations with specialisms within domestic violence.

It is also key that positive working relationships are developed and sustained with other agencies, including:

- Social care and safeguarding, LCC (adults and children)
- Family support workers and childcare staff, LCC
- Police domestic abuse investigation officers, referral desk staff, MARAC Co-ordinator, LPU Sergeants
- Housing Options, LCC
- Housing Management, LCC
- Leicestershire & Rutland Probation Trust
- Public Health, LCC
- Family Intervention Projects
- Youth Offending Service, LCC
- Leicestershire Fire and Rescue Service
- Regional Equality & Diversity Partnership
- Her Majesty's Court and Tribunals Service
- Crown Prosecution Service

## 12. CONTRACT VALUE

1/8/12 – 31/3/13:	£305,201
1/4/13 – 31/3/14:	£423,000
1/4/14 – 31/3/15:	£393,500
Total:	£1,121,70.00

## 13. TIMESCALES/PERIOD OF CONTRACT

1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015.

## 14. MONITORING AND RECORDING ARRANGEMENTS

<b>What</b>	<b>Frequency</b>	<b>Arrangement</b>
Equality Report	Quarterly	Report to note demographics of staff team, volunteers and clients; live equality impact action plan detailing issues identified and actions taken to remedy. All protected characteristics to be monitored, as defined in Equality Act 2010
Performance Report	Quarterly	Update on all outputs and outcomes against targets, including milestones
Finance Report	Quarterly	Detail on actual spend against projections and projections for subsequent quarter, with narrative to explain any diversion and any emerging issues
CAADA INSIGHT Service	Monthly submission	CAADA INSIGHTS forms at intake and exit, to be returned monthly for all service users. This will provide information and data around referrals and referral routes, engagement with the service, demographics, children, CYPS involvement, vulnerability issues including alcohol and drugs, profiles and history, client outcomes, level of risk looking at reductions in risk and improvement to safety, interventions, outcomes and data quality
Unannounced visit	Once in any 18 month period	Case file audit Access to staff and client files Access to service users with their permission
Service User Accountability Report	Annually	To note all actions taken to secure service user involvement and feedback and any actions arising from this, to include any comments or complaints from service users
360 degree appraisal	18 months	Questionnaire from contract officer to stakeholders, including staff and service users, to ask about effectiveness and overall quality of the service

#### **15. QUALITY STANDARDS** (see also section 4: Conditions of Contract)

- Training and support mechanisms for staff and volunteers
- Safe Network Standards, NSPCC 2012
- Rape Crisis National Service Standards 2012
- National Occupational Standards for Preventing and Tackling Domestic and Sexual

Abuse (2009) Skills for Justice

- National Occupational Standards for Drug and Alcohol (2002), Skills for Justice
- Emerging NICE guidelines on domestic violence (expected 2014)
- Service user accountability
- Voluntary and community organisations to be working or have attained PQASSO
- Information sharing agreement for domestic violence data (personal and aggregate)
- Inter-agency protocols (including Specialist Domestic Violence Court; Multi-Agency Risk Assessment Conference Operating Protocol; Independent Domestic Violence Advisor Protocol), including those currently in place and any others ratified by the Domestic Violence Delivery Group
- CAADA Leading Lights for IDVA Service
- Respect Accreditation for Perpetrator Programme

**16. COMMISSIONING OFFICER DETAILS**

Daxa Pancholi  
Head of Community Safety/ Partnership Manager  
0116 252 8634

•	Lot/Service	• <b>LOT 4: Domestic Violence Perpetrator Intervention</b>
•	Commissioner Lead	• <b>Leicester City Council</b>
•	Period	• <b>1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015</b>

## 1. BRIEF SUMMARY OF SERVICE

To deliver an accredited (Respect) perpetrator group programme and evidence based one to one interventions for those men and women wishing to change their abusive behaviour. To hold perpetrators to account whilst supporting them to change and sustain their own motivation to change. To identify current or previous partners and children and to liaise with them throughout process. To tackle all elements of abusive behaviour and hold the safety of victim and children paramount.

## 2. BACKGROUND AND CONTEXT OF SERVICE

There has not been a self-referral facility for non-court mandated perpetrator work for several years in Leicester. Nationally and internationally there has been an increase in the evidence base for their effectiveness in reducing abuse. The Strength to Change project in Hull is showing some very positive outcomes for its work with perpetrators. Some perpetrators can repeat their abusive behaviour in a number of relationships, creating a string of damage. Many never come to the attention of the criminal justice system. To offer a holistic response to domestic violence, support needs to be offered to those who are motivated to change their abusive behaviour and such a service must work closely with victim and family services. See 'Domestic violence perpetrators: working with the cause of the problem' respect 2012.

## 3. AIMS AND OBJECTIVES OF THE SERVICE

Aim: To engage and motivate those perpetrating domestic violence to achieve a reduction in abusive behaviour

Objectives:

- To engage perpetrators of domestic violence on an accredited group programme
- To motivate perpetrators of domestic violence to accept accountability for their behaviour
- To challenge minimisation, denial and manipulation of perpetrators
- To deliver strengths based work

## 4. STRATEGIC AIMS AND PRIORITIES

**Note:** The service provider will not be responsible for reporting progress against the priorities and indicators below. The performance measures described in Section 8 below will be used as indicators of overall 'direction of travel', and as specific measures of service effectiveness.

**Link to corporate priorities**

Corporate Plan 2011/12	<ul style="list-style-type: none"> <li>• Make Leicester a centre for excellence</li> <li>• Improving children's lives</li> <li>• Reducing inequalities</li> <li>• Reducing health inequalities</li> <li>• Improving the economy</li> </ul>
Children and Young People's Plan 2009-14	<ul style="list-style-type: none"> <li>• Priority 1: Safeguard and Promote Welfare of all vulnerable children and young people</li> <li>• Priority 2: Improve children's health and reduce the gap between the most and least deprived</li> <li>• Priority 3 Raise achievement in Leicester to national averages and higher, and narrow the gap between the lowest achievers and other children.</li> <li>• Priority 4 Develop an integrated children's workforce that 'thinks family' and intervenes early to narrow the gap between vulnerable and other children.</li> <li>• Priority 6 Improve outcomes for particularly vulnerable groups of children and young people: looked after Children, children and young people with special educational needs/learning difficulties and/or disabilities, young offenders and children and young people who are carers for others</li> </ul>
Homelessness Strategy	<ul style="list-style-type: none"> <li>• To prevent homelessness and to tackle the wider causes of homelessness</li> <li>• To secure accommodation for homeless people across a range of tenures and to manage and reduce the use of temporary accommodation</li> </ul>
Parenting Strategy	<ul style="list-style-type: none"> <li>• To ensure that all parents are able to receive the information, services and support that will help them to care for their children and equipping them with the skills they need to ensure that their children have the best possible life chances and are healthy and safe</li> </ul>
Leicester Inter-Agency Domestic Violence Strategy	All
<b>Performance Indicators</b>	
<ul style="list-style-type: none"> <li>• Reduce repeat presentations at MARAC within 12 month period</li> </ul>	
<ul style="list-style-type: none"> <li>• People moving on in a planned way</li> </ul>	
<ul style="list-style-type: none"> <li>• People establishing/ maintaining independent living</li> </ul>	
<ul style="list-style-type: none"> <li>• Improve outcomes for particular vulnerable groups of children and young people around social, emotional and behavioural difficulties</li> </ul>	

## 5. SERVICES AND ACTIVITIES TO BE DELIVERED



We welcome innovation in the methods for providing this service. Whilst allowing for innovative ways to deliver this service, activity must include:

Referral:

- Self or agency referral
- Referral to and from other appropriate services, including Safe Home Service

Activities:

- Respect accredited, or Strength to Change franchise, perpetrator group programme (at least 26 weeks in duration)
- Integrated partner support through working with the local domestic violence victim service
- Improve awareness amongst perpetrators of the impact of the domestic violence on children and young people, and work to improve parenting skills and create space for children and young people to be heard
- Awareness raising, education and skills development amongst local community members and practitioners
- Work with male and female perpetrators in single sex groups or individually
- Engage men and women in changing their behaviour
- Assessment, advice and information relating to perpetration of domestic violence
- Promote positive, healthy relationships and role models
- Use of an appropriate case management system that can detail outcomes, such as REDAMOS or another suitable equivalent

Service Delivery:

- Pro-active inter-agency working
- A degree of in house, non-english, language provision relevant to local community
- Encourages self-disclosure of any incidents
- Involves proactive inter-agency working
- Liaison with integrated offender management teams
- Close joint work with other specialist domestic violence services in Leicester and national good practice models regarding perpetrators of domestic violence

The outcomes sought are as detailed in section 8a

## 6. TARGET GROUPS OR AREAS FOR THE SERVICE

The service is for anyone affected by domestic violence, with or without children, currently or intending to live or work in Leicester or supporting someone in that position. 'Affected by domestic violence' includes those who have experienced domestic violence in the past or who are currently suffering from, fleeing or otherwise affected by domestic violence (as in friend, neighbour or family member, including those concerned about their own behaviour). Domestic violence is not restricted to physical violence or criminal record and is defined as the:

'Misuse of power based on a range of control mechanisms which can include physical, sexual, psychological, social or economic abuse of an individual by a partner, ex-partner, carer or one or more family member aged 16 or over in an existing or previous domestic relationship. This is across age, gender, sexual orientation, religion or belief, ethnicity, disability, HIV status, class or location. This includes honour based violence, forced marriage and female genital mutilation.'

It is citywide, although there are historically higher and lower areas of reporting to Police, which may require different interventions.

The service needs to give specific regard to generally under- represented groups such as:

- Those aged over 60 years
- Male victims
- Those aged 16-25 years
- Those from black, minority ethnic and refugee communities
- Those with no recourse to public funds
- Those identifying as disabled
- Those identifying as Gay, Lesbian, Bisexual or Transgender
- Those whose preferred language may not be English

## 7. ENVIRONMENTAL SUSTAINABILITY, EQUALITIES AND OTHER IMPACTS

Those designing the service should be able to show consideration of:

- Reducing energy consumption
- Reducing emissions from transport
- Reducing waste
- Promoting local sourcing
- Community cohesion
- Equality

## 8. PERFORMANCE MEASURES FOR THE SERVICE

### Outcomes

Outcome	Target 2012-14	Target 2014-15	Supporting Evidence (example of how this could be measured)
Perpetrators self-refer for help to change behaviour	50	To be determined	Intake forms
Reduction in domestic violence	Baseline to be established by 31/3/13	To be determined	

Perpetrators gain insight into own behaviour, causes and impact	65%	To be determined	
Perpetrators are motivated to change	65%	To be determined	Intake, review and exit forms
Increased local knowledge on what works in terms of DV perpetrator work	60%	To be determined	360' appraisal
Information is exchanged appropriately to increase safety of all	70%	To be determined	360' appraisal
Perpetrators engage with group programme and complete	65%	To be determined	

### Outputs

Output	Target Number <sup>4</sup>	Supporting Evidence
Number of referrals received		
Number of perpetrators starting groups		
Number of perpetrators finishing groups		
Number of groups completed		
Number of groups started		
Number of one to one sessions		
Number of pre-group assessments		
Number of multi-agency meetings attended to discuss client		
Number of pre-group contacts		
Number of repeat referrals		
Number of repeat incidents of DV		
Number of referrals made		
Number of cases opened		
Number of complaints received (and number resolved)		
Number of cases closed		
Number of training sessions delivered to local practitioners or public (specify)		
Number of community events held		

## 9. MILESTONES

Activity/Action	By when	Related Output/Outcome
<i>In the tender submission, all potential providers are asked to produce a delivery plan with key milestones for when the outputs and outcomes will be achieved</i>		

<sup>4</sup> To be proposed by Tenderer in their submission (see section 6)

## 10. LOCATION OF THE SERVICE

The services should be provided in a manner which is accessible to anyone within Leicester. Location and accessibility should take the safety of staff, volunteers and service users into account. Availability should take into account knowledge around the 'golden hour' of intervention and suitable holiday and 'out of office' hours cover.

## 11. PARTNERSHIP ARRANGEMENTS

The service needs to work in close partnership with all of the domestic violence specialist services in the city and county, together with nationally recognised organisations with specialisms within domestic violence.

It is also key that positive working relationships are developed and sustained with other agencies, including:

- Social care and safeguarding, LCC (adults and children)
- Integrated Offender Management Teams
- Parenting support workers and childcare staff, LCC
- Police domestic abuse investigation officers, referral desk staff, MARAC Co-ordinator, LPU Sergeants
- Housing Options, LCC
- Housing Management, LCC
- Leicestershire & Rutland Probation Trust
- Public Health, LCC
- Family Intervention Projects
- Youth Offending Service, LCC
- Leicestershire Fire and Rescue Service
- Regional Equality & Diversity Partnership
- Her Majesty's Court and Tribunals Service
- Crown Prosecution Service

## 12. CONTRACT VALUE

1/8/12 – 31/3/13: £122,081

1/4/13 – 31/3/14: £169,200

1/4/14 – 31/3/15: £157,400

Total: £448,681.00

## 13. TIMESCALE AND PERIOD OF CONTRACT

1<sup>st</sup> August 2012 – 31<sup>st</sup> March 2015.

## 14. MONITORING AND RECORDING ARRANGEMENTS

What	Frequency	Arrangement
Equality Report	Quarterly	Report to note demographics of staff team, volunteers and clients; live equality impact action plan detailing issues identified and actions taken to remedy. All protected characteristics to be monitored, as defined in Equality Act 2010
Performance Report	Quarterly	Update on all outputs and outcomes against targets, including milestones and agreed data monitoring set to include demographics, interventions, outcomes, criminal and civil justice system involvement, needs and family circumstance
Finance Report	Quarterly	Detail on actual spend against projections and projections for subsequent quarter, with narrative to explain any diversion and any emerging issues
Unannounced visit	Once in any 18 month period	Case file audit Access to staff and client files Access to service users with their permission
Service User Accountability Report	Annually	To note all actions taken to secure service user involvement and feedback and any actions arising from this, to include any comments or complaints from service users
360 degree appraisal	18 months	Questionnaire from contract officer to stakeholders, including staff and service users, to ask about effectiveness and overall quality of the service

## 15. QUALITY STANDARDS

- Training and support mechanisms for staff and volunteers
- Expected skills levels of staff
- Emerging NICE guidelines on domestic violence (expected 2014)
- Service user accountability
- Voluntary and community organisations to be working or have attained PQASSO
- Information sharing agreement for domestic violence data (personal and aggregate)
- Inter-agency protocols (including Specialist Domestic Violence Court; Multi-Agency Risk Assessment Conference Operating Protocol; Independent Domestic Violence Advisor Protocol), including those currently in place and any others ratified by the Domestic Violence Delivery Group
- Respect Accreditation for Perpetrator Programme

## 16. COMMISSIONING OFFICER DETAILS

Daxa Pancholi  
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