



The Royal Borough of Kingston
Specification for a Specialist Domestic Violence Refuge
2017-2020

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The Royal Borough of Kingston (“the Authority”) invites applications to tender for a contract to provide a Domestic and Violence Specialist Refuge Service in the Borough of Kingston for the Royal Borough of Kingston to start on the 1st April 2017 until the 31st March 2020. The contract may be extended up to a maximum of two years.

The purpose of this specification is to set out the priorities and outcomes the Royal Borough of Kingston upon Thames wishes to achieve by commissioning services for survivors of domestic violence. The Authority aims to ensure a cohesive and seamless approach to supporting victims of domestic violence.

Commissioning support, and developing a coordinated community response, is part of Kingston’s Domestic and Sexual Violence prevention Strategy 2014-2017¹ which aims to assist adults in the Royal Borough of Kingston upon Thames who have experienced domestic abuse to recover from the effects of violence.

Introduction

The government definition of domestic violence and abuse is:

“any incident or pattern of incidents of controlling, coercive, 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 abuse can encompass, but is not limited to:

- *psychological*
- *physical*
- *sexual*
- *financial*
- *emotional²*

The Service described in this specification comprises of a specialist Refuge accommodation based support for women and children from South Asian communities who are fleeing domestic violence. Women being housed in the refuge are predominantly from other areas.

The key aims of this outcomes based specification are to promote the resilience of survivors of domestic violence, ensuring that they are able lead fulfilling, independent lives and to meet their caring responsibilities if they have children.

¹ [Domestic and Sexual Violence Partnership: Strategy 2014-2017](#)

² Home Office Domestic violence and abuse: new definition: 2013

The refuge service is intended to provide good quality, safe, temporary refuge accommodation and tailored, culturally competent support to single women and women with children who are fleeing domestic violence.

The Authority requires a Service Provider to build on the current range of domestic and sexual violence services in Kingston, and on local and national good practice, in order to deliver the outcomes detailed in this specification.

Summary of the Specialist Women's Refuge service

The Refuge service is delivered in one confidential premises in the Royal Borough of Kingston. This Stage One Crisis Response Refuge has 5 household units with on-site support, specifically for single women or women with children from South Asian communities.

The refuge site comprises of one building which is owned by a third party (the residential social landlord Central and Cecil) for the provision of domestic violence services in Kingston. Further details as to the property from which the Service will be delivered from are contained in Appendix 2. Staff are responsible for carrying out the Housing Management function on behalf of the Refuge Landlords.

For the purposes of this specification, South Asian women are those who self-define as originating from South Asia (whether it be themselves or their families). The South Asian region comprises of India, Pakistan, Bangladesh and Sri Lanka. Languages spoken by clients originating from this region include Bengali, Gujarati, Hindi, Punjabi, Tamil and Urdu.

South Asian women experiencing domestic violence may face particular challenges due to community and family expectations or religious and cultural pressures. Language barriers may further prevent them from accessing support.

Background

Domestic violence is a pattern of abusive behaviours used by a perpetrator (or perpetrators) to control a victim (or victims). It exists across all communities, cultures and socio-economic groups, and occurs in most age groups, including teenage relationships and relationships between older people. It can be perpetrated by family members, for example against parents by children or by multiple members of a family in cases of so-called “honour” based violence.

This specification for Domestic and Sexual Violence Housing related support draws on local strategic commitment, legislation, the National and pan-London guidance and good practice including:

- Kingston Domestic and Sexual Violence Prevention Strategy 2014-2017³
- NICE Domestic violence and abuse: how health services, social care and the organisations they work with can respond effectively⁴
- The Care Act 2014⁵ which brings together best practice and places new duties on statutory organisations, with a focus on promoting wellbeing and helping people keep independent, safe and well
- Kingston Violence against Women and Girls JSNA Needs Assessment September 2015⁶, which includes the recommendation to develop an integrated Commissioning Strategy based on NICE (2014) recommendation, ensuring that all parties take responsibility for a joint action to reduce violence against women in Kingston.

The Care Act 2014 places a duty on local authorities to provide or arrange services that prevent, reduce or delay needs. Under the Care Act 2014 local authorities must promote wellbeing, and the concept of “independent living” is a core part of the wellbeing principle and includes matters such as individual’s control of their day to day life and suitability of living accommodation. The Care Act 2014 emphasises a personal, positive and outcome-focused model of individual support. The approach aims to help individuals with support needs develop the skills necessary to maintain independence and engage with social networks and community resources.

Government policy also advocates modernising services to ensure that they are effective, personalised and outcome- focused, giving more choice and control to Service Users and making better use of resources to help people maintain their independence.

The Service delivered through this contract shall contribute to the published strategic priorities of the Authority and its partners through promoting and enabling social inclusion, social value, improved health, personal achievements and a sense of wellbeing.

Domestic Violence - Impact

In 2012, Safelives (previously known as CAADA) conducted a large scale study⁷ into the experiences of high-risk victims of domestic abuse. They found that:

³ "[Ending Domestic and Sexual Violence in Kingston - Kingston Council](#)." 2016. 1 Aug. 2016

⁴ "Domestic violence and abuse: multi-agency working | 1 ... - NICE." 2014. 1 Aug. 2016
<<https://www.nice.org.uk/guidance/ph50/chapter/1-recommendations>>

⁵ "Care Act 2014 - Legislation.gov.uk." 2014. 1 Aug. 2016
<<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted/data.htm>>

⁶ http://data.kingston.gov.uk/WDH_Violence/

⁷ http://www.safelives.org.uk/sites/default/files/resources/A_Place_of_greater_safety.pdf

- 79% of high risk victims experience jealous and controlling behaviour. This can isolate the victim, restricting their access to friends or relatives who could help them escape the abusive situation.
- 70% experience physical violence. This can also include the perpetrator inflicting physical injury onto other targets, such as children or pets, in order to cause emotional harm to the victim.
- 27% experience financial abuse. Financial abuse can severely restrict the victim's ability to leave the relationship, particularly if there are dependent children.
- 22% experience sexual violence. Sexual violence within a relationship is frightening, shocking and violating. Some victims report that this abuse is the hardest to disclose or deal with.
- 57% experience stalking and harassment. Victims of stalking and harassment suffer profound distress and lifestyle disruptions and many experience a decline in their psychological and physical wellbeing.
- 31% have mental health issues. Victims of domestic abuse often suffer from moderate to severe anxiety and depression both during and after the abuse
- 6% misuse drugs and 12% misuse alcohol. Victims may turn to alcohol or drugs to escape from the mental and physical pain they experience. Many studies place this figures place this figure higher than that by CAADA
- 66% of high risk domestic violence victims have children. These children rely on services identifying and supporting the victim in order to reach safety.

Research suggests that South Asian Women are more likely to experience particular forms of abuse resulting from their family culture, custom, values and attitudes. Honour based violence and forced marriage is a feature of some South Asian communities, and conflict between patriarchal family expectations and Western Culture, with its focus on the rights of the individual and the right to autonomy as opposed to the primacy of family life and expectation, can develop into highly dangerous family and community conflicts.

Although there are broad similarities across types of domestic abuse, this section explores some of the specific dynamics which may be experienced in some South Asian communities. This is not to form stereotypes, but to acknowledge some of the additional challenges faced by those delivering services to this client group.

Each Counselling and Support deliver a specialist, culturally appropriate counselling service for Asian women and girls experiencing domestic violence in London. Research supporting this project suggests⁸:

Although domestic violence occurs across all ethnic groups, cultural differences impact on access to services and effective intervention. Service Providers

⁸ http://www.eachcounselling.org.uk/downloads/DV_toolkit.pdf

therefore need to be aware that women of South Asian origin may have specific issues that need to be considered.

Distinguishing dynamics

- Multiple abusers: parents, siblings, in laws, other wives, partners
- More cumulative effects because different perpetrators collude
- Prevalent patriarchal family system, including belief that children belong to the father and that women are possessions rather than independent
- Divorced women more severely stigmatized

Barriers to disclosing domestic violence and consequences of abuse may include:

- Suffering abuse from more than one perpetrator in the extended family
- Fear of breach of confidentiality, particularly in case the family find out
- Threats of being sent abroad
- Threat of being excluded from or shamed by the community
- Fear of consequences from being found if they do leave

Requirements

The service will provide emergency refuge short-term support for up to six months. Weekly hours of support allocated to each woman will be identified through a needs and risk assessment undertaken by the Service Provider. The average weekly support hours for each user in the service will be between 2 and 3, delivered at intervals agreed with each person.

The Provider will carry out risk assessments in accordance with the organisation's policies and procedures prior to providing the service and the QAF standards as described in Kingston in Appendix 3. The service will be available Monday to Friday, with an additional out of hours service. Staff however will work flexibly to ensure that Service User's needs are met including evenings and weekends as needed. The Service Provider be required to provide clear contact details for use during office hours and a telephone number for emergency use at all times.

The service currently provides 51 hours of support and housing management per week to a maximum of 5 victims fleeing domestic violence. This includes supporting their dependent children, working alongside a dedicated Local Authority funded children's worker who will work with the South Asian Refuge for approximately 10 hours per week.

Aims and Objectives of the Specialist Refuge Service

The primary aim of the Service is to:

- Provide emergency accommodation for women and children fleeing domestic violence;
- Provide women and their children with a place of safety, security and stability and the time to make informed decisions about their future;
- Provide specialist cultural and gender informed emotional and practical support;
- Enable women and children affected by domestic violence to rebuild their lives and make the transition to a settled home and to training or employment.

The Service Objectives include supporting victims to:

- Secure and sustain accommodation;
- Achieve and maintain a sense of wellbeing and social inclusion;
- Sustain independent living, personal choice and control;
- Engage with health services and comply with care and treatment regimes;
- Participate in education, training, employment and recreation;

When leaving the service they are able to:

- move on in a planned way to secure future settled accommodation within six months of accessing the service;
- Make a positive contribution to the community.

Adults and Children will be safer in the refuge accommodation and better equipped to remain safe in their future following risk assessments and safety planning.

The core aim of the Service is to support and empower women to reduce the impact of domestic violence in their lives, to make informed decisions, take control and access opportunities that promote independence and a future free from abuse.

Key Outcomes of the Specialist Refuge Service

The Service Provider will be required to provide a range of services that will support the Service Users in achieving the following outcomes:

Individuals are safe

Outputs supporting the Service User to obtain this outcome include:

- Assisting Service Users to obtain specialist legal advice and seek remedies through the judicial system;
- Ensuring that staff members are highly trained in assessing risks to Service Users;
- Working with the Service Users to develop a safety plan, reviewing this plan and embedding safety principals, assisting Service Users and their dependents to maintain personal safety and security.

Individual needs are met and life skills are established

Outputs supporting the Service User to obtain this outcome include:

- Enabling Service Users to access the resources and services that they and their children need;
- Working with Service Users to develop a Support Plan which meets their short and long term goals and aspirations. The outcomes and goals are for the Service User, the provider will demonstrate how they are supporting them to achieve their goals;
- Working with Service Users to enable them to put in place SMART actions to achieve and review these goals and aspirations;
- Demonstrating an appropriate and informed approach that recognises and understands the dynamics and impact of domestic and sexual violence, within an equalities and human rights framework;
- Ensuring that support plans are informed by a knowledge of all equality issues that may be impacting upon a client;
- Signposting Service Users to support to learning English, where limited language skills are providing barriers to independence
- Managing a key working system providing the Service Users with a named key worker who will engage and support the Service User.

Achieving wellbeing in relation to mental and physical health

Outputs supporting the Service User to obtain this outcome include:

- Improving access to physical and mental health services and encouraging healthy lifestyles
- Establishing life skills;
- Developing and maintaining access to other community services and activities for example, voluntary groups, GP's, signposting to culturally relevant services;
- Supporting Service Users to have paid employment and improve economic well-being;
- Enabling Service Users to improve responsibility for physical and mental health and substance misuse;

- Ensuring all staff have an awareness of the signs and symptoms of mental health conditions and understand how to make referrals to local mental health services;
- Ensuring all staff have an awareness of the signs and symptoms of substance misuse and how to make a referral to the Kingston Wellbeing service.

Engaging in meaningful daytime activities

Outputs supporting the Service User to obtain this outcome include:

- Ensuring Service Users are supported towards education, training or employment where appropriate;
- Enabling Service Users to have improved use of their time, including hobbies/leisure activities;
- Enabling Service Users to have improved working skills (in work-related training-volunteer Working etc.);
- Enabling Service Users to have improved employability;
- Enabling Service Users to have social networks.

Maintaining healthy relationships

Outputs supporting the Service User to obtain this outcome include:

- Providing Service Users with access to interventions that promote healthy relationships (e.g. local empowerment programmes);
- Establishing social activities to reduce isolation and enabling Service Users to develop and maintain social networks, promoting inclusion and integration.

Achieve economic stability and secure housing

Outputs supporting the Service User to obtain this outcome include:

- Working with the Service Users to sustain the tenancy in the service, preventing evictions and abandonment;
- Establishing with the Service Users a move on plan from the point of the initial assessment;
- Supporting Service Users to access move on accommodation in a planned way within six months;
- Managing expectations of Service Users in respect of them obtaining Local Authority housing within Kingston upon Thames;
- Supporting Service Users to budget, not to have rent arrears or debts and where applicable to engage with a plan to reduce rent arrears/debts;
- Supporting Service Users to establish/maintain claims for housing and other key benefits;

- Manage an orderly transition to appropriate Floating Support, self-directed Support or other Support services where Service Users have ongoing Support needs.

Children living within the refuge achieve Wellbeing

Outputs supporting the Service User to obtain this outcome include:

- Considering the needs of any children from the point of the initial assessment;
- Ensuring that children are registered with a GP;
- Ensuring that access to schooling is prioritised;
- Making links with local Children's Centres and ensuring that community activities for children are promoted and accessed by children living in the refuge.

Note: A children's worker, separately funded by the Local Authority, will work with the refuge to support the delivery of the Wellbeing outcome.

Refuge is integrated into the system of support available to the client group

Outputs necessary to obtain this outcome include:

- Working in close partnership with a number of relevant partners, including the DV Hub; statutory agencies, RSLs, health services, children's services and voluntary organisations;
- Providing expertise to the domestic and sexual violence strategic partnership to further develop their approach to supporting victims of domestic and sexual violence;
- Linking with specialist provision, including culturally specialist services, locally, across London and nationally, as required by the client group;
- Developing and maintaining relationships and interfaces with other relevant organisations which support the aims and objectives of this specification.

The refuge is an appropriate environment for victims of violence and their children

Outputs necessary to obtain this outcome include:

- Effectively managing the properties on behalf of the building owner;
- Complying with a separate agreement with the Landlord. (Note: details of the agreement are attached with the tender documentation however any enquiries to the property must be made directly with the Landlord).

For all the above outcomes, the Service Provider will ensure that:

- All service provision / specific interventions are supported by a recognised evidence base, demonstrating that the activity is likely to be effective in terms of each outcome;
- Services delivered are appropriate to meet the diverse needs of the women coming into this service and provided in ways that meet varying requirements, including those who may need additional communication support, for example where information is required to be delivered in a different format, including but not limited to foreign language interpreting services and British Sign Language where appropriate.

Core Values and Key Principles

The Service Provider shall adhere and demonstrate commitment to the following core values and key principles through their policies, procedures and practices:

- To treat Service Users as individuals and promote their wellbeing, dignity, independence, self-determination and entitlements associated with citizenship;
- To respond flexibly to a change in person's circumstances;
- To commit to the ethos of engaging and involving Service Users;
- To promote equality of access and ensure that the Service responds to the needs of a diverse community;
- To focus on assisting Service Users to realise their potential and aspirations in the context of maintaining their independence and participation in the community;
- To work with Service Users to achieve realistic and achievable goals and outcomes;
- To achieve a balanced approach to risk giving Service Users control and the right to make mistakes without serious implications for their security and safety.

In addition to the Key Principles listed above, the Service Provider shall incorporate and be committed to the following principles at all times:

- Promoting independence;
- Maintaining confidentiality;
- Demonstrating diligence and competence;
- Promoting empowerment;
- Meeting the needs of Service Users;
- Acting in the Service User's best interest

Eligibility Criteria

The Service Provider shall note that each referral shall be considered on an individual basis in relation to priority need and compliance with the eligibility criteria.

The Service shall be made available to single women with children who:

- are fleeing domestic violence and require temporary refuge accommodation;
- are aged 18+;
- self-define as originating from South Asia (themselves or their families);
- are not currently residing in the Royal Borough of Kingston upon Thames;
- do not present an unmanageable risk to other women and children living in the refuge accommodation;
- are willing to engage with the support service.

Male children up to 14 years of age accompanying their mother may also be accommodated, subject to a risk assessment.

The Service Provider shall note that the following people shall not have access to the Service/the property from which the Service is delivered:

- Men; it is a women only refuge

The Service Provider shall ensure that the Service shall be non-discriminatory and meet the requirements of the Equality Act 2010.

Referrals

The Service Provider shall note that referrals to the Service will come through:

- National Domestic Violence Helpline
- Housing services;
- Health;
- Social Services;
- Domestic Violence Agencies;
- Self-referrals;
- Police;
- Local or regional organisations working with women and children affected by domestic violence.

Support Planning and Throughput

The Service Provider shall note that the length of time individual Service Users receive the Service should be up to a maximum of six months.

The Service User shall participate in assessment and review. A review may be held whenever requested by the Service User or considered necessary by the Service Provider. Other people (for example friends and professionals) may be involved in assessments and reviews with the consent of the Service User and provider.

The Service Provider shall ensure that all Service Users have individual tailored Support Plans that address assessed needs and risks, identify outcomes to be achieved, and clearly set out review and planned move on dates.

Support Plans shall, when appropriate, work in conjunction with statutory agency care and support plans and should identify potentially beneficial resources from across the partnership (e.g. Job Centre+). All support plans need to be discussed and agreed by the Service User and Staff and translated into the Service User language if English is not their first language.

The Service Provider shall note that the Service shall reduce the risk of creating dependency and achieve move on by:

- At the point of contact, informing the Service User that the Service is a short term service up to six months with the aim of promoting independence and wellbeing;
- Providing clear move on information and policies for Service Users and staff;
- Providing Service Users with time-limited intervention;
- Regular reviews, focusing on desired outcomes and timescales;
- Planned exits where a review indicates that there is no need for the Service;
- Encouragement to participate in social and community activities and signposting to other relevant services when necessary;
- Move on training for all staff to ensure that staff are pro-active and positive about move (and challenge unrealistic expectations);
- Move on plans and targets for each stage of the service;
- Excellent working relationships with landlords and private sector letting agencies.

The Service Provider shall ensure that Service Users are, whenever possible, supported to gain more independence that the resources are used effectively to enable new Service Users to gain access to the Service.

The Service Provider shall note that all Service User personal information shall be processed in accordance with the Data Protection Act 1998. The Service Provider

will respect and observe a Service User's right to confidentiality and ensure that Service Users are informed of situations where that confidentiality may be limited.

The Service Providers shall explain in writing, and verbally, to Service Users that there may be a need to share information within the Service Provider's organisation, and with commissioners for audit purposes. The Service Provider shall gain written consent from each Service User to the sharing of information for these purposes.

All other sharing of personal information will be for the purposes of protecting the Service Users and/or their children, or where it is believed to be in their best interests share with other agencies. Consent will be sought in these circumstances, except in cases where to inform the Service User of a referral puts them and/or their children at further risk. All information sharing will be clearly documented, including consent or the reasoning that consent was not sought.

The Service Provider will ensure that data is collected in a format which is acceptable to the Authority, and will allow the Authority access to review data for audit purposes if required.

Where a Service User's ongoing requirement is as a result of issues that require support outside the scope of this specification, the Service Provider should work with the partnership to identify appropriate move-on arrangements. Where move-on is not possible due to a gap in provision, it is the Service Provider's responsibility to report this to the domestic and sexual violence strategic function.

Safeguarding

The Authority requires any organisation with whom it has contact to ensure that it has systems and procedures in place to safeguard adults and children, as defined by the Pan London Multi-Agency Adult safeguarding Procedures from abuse⁹ and Children safeguarding procedures¹⁰.

All staff must be highly competent in Adults and Children's Safeguarding, and as a minimum will have attended face-to-face Safeguarding Adults and Safeguarding Children Level 2 training in the last three years.

The service provider will ensure that there is a clear and well publicised whistle blowing policy and procedures and Code of conduct for Staff.

⁹ "London Multi-Agency Adult Safeguarding Policy and Procedures ..." 2015. 1 Aug. 2016

<<http://londonadass.org.uk/safeguarding/review-of-the-pan-london-policy-and-procedures/>>

¹⁰ "Kingston & Richmond LSCB." 2015. 1 Aug. 2016 <<http://www.kingstonandrichmondlsqb.org.uk/>>

The Service provider will ensure that procedures for Service Users to raise concerns about safety and security are publicly available and accessible.

Equality and Diversity

The Authority is responsible for ensuring legal compliance with public sector equality duties; not only for the services it provides directly, but also for the services that it commissions from others. The Authority therefore wishes to ensure that services genuinely meet the needs of people from diverse and vulnerable groups with effectiveness being measured by service quality and outcomes.

The Service Provider will be required to provide support that reflects and is tailored to the survivor of domestic violence's circumstances including but not limited to their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

The Service Provider must have previous experience of delivering a service to victims of violence and have a specialist service knowledge of the gendered nature of interpersonal violence. They must be able to articulate its impacts at social, community and individual levels, in order to provide an appropriate response to individuals. The service provider must also have specialist knowledge of other biological, social and cultural factors which impact upon a Service User's experience of violence.

They must demonstrate an appropriate and informed approach that recognises and understands the dynamics and impact of domestic and sexual violence, within an equalities and human rights framework.

The Service Provider must ensure that the service is accessible to Service Users, including those who may need additional communication support, for example where information is required to be delivered in a different format. This includes those with a sensory impairment, a learning disability or where English is not the person's first language.

When interpreters are needed for discussion, these should be professional interpreters who maintain confidentiality. Family members or friends should not act as interpreters for discussions. In all such instances detailed above, the Service Provider will liaise with the referring agency to ensure that needs are addressed.

Evidence for the above statements will be reported in equality monitoring records, complaints analysis and by undertaking equalities audits. Further equalities compliance can be measured through policies, procedures and processes for this commissioned area. Significant changes in the delivery or scope of this service will be assessed through the Equality Impact Assessment framework. This assessment will be carried out in partnership by the Local Authority and the Service Provider.

Services respect the diversity of Service Users and positively engage in anti-discriminatory practice, and Service Users are supported and assisted to access services on an equitable basis.

Management and staffing

The Service Provider will resource services with the appropriate skills, qualifications, training and expertise to deliver both the services defined within this specification and management of those services.

The Service Provider will:

- Appoint a contract manager empowered to act on behalf of the Service Provider for all purposes connected with the administration and management of the contract, and will provide the name, address and telephone number
- Undertake Disclosure and Barring Service (DBS) checks for all staff and volunteers employed by the service and comply with its duties to refer information to the Independent Safeguarding Authority (“ISA”) under the Safeguarding Vulnerable Groups Act 2006.
- Ensure that the staff team reflects the cultural mix of Service Users whenever possible
- Ensure that there are robust contingency and business continuity plans to cover unexpected staff shortages
- Ensure that staff and volunteers receive ongoing, relevant training to support them to deliver high quality services as defined within this specification.

The Service Provider will have up to date and fully implemented policies and procedures in place for the following as a minimum, and will ensure that staff are fully inducted, have read, understand and will abide by the policies and procedures:

- Adult and Children’s Safeguarding
- Customer Engagement and Involvement
- Recruitment and Selection (for staff and volunteers)
- Health and Safety
- Conflict of Interest
- Confidentiality
- Data Protection and Data Security
- Complaints
- Equality and Diversity policy
- Staff Disciplinary and Grievance
- Business Continuity
- Whistle blowing (note: the Service Provider must adopt and promote the ‘Whistle blowing’ policy of the Royal Borough of Kingston upon Thames)

Liaison, Management Information and Complaints

The Authorised Officer shall be the main point of contact on matters relating to this contract. The Service Provider shall establish and provide a procedure for dealing with complaints and shall ensure all staff are aware of the procedures implemented. The Service Provider shall submit details of proposed procedures for dealing with complaints to the Authorised Officer at the commencement of the Contract and shall comply immediately with any reasonable instruction given by the Authorised officer regarding dealing with complaints.

The Service Provider shall respond to all complaints in a prompt, courteous and efficient manner. Such complaints shall be recorded in detail on a form approved by the Authorised Officer. Records shall include the name and address of the complainant, date and nature of the complaint and details of the remedial action taken by the Service Provider.

The Service Provider shall ensure that Service Users are aware that they may forward to the Authorised Officer details of any complaint that is not resolved to their satisfaction by the Service Provider. The Authorised Officer will have the sole discretion to raise the issue with the Service Provider.

The Authorised Officer shall be entitled to investigate any complaint, irrespective of how received, and will determine what further action to be taken. The Service Provider shall comply with any instruction in respect of any remedial action required shall be entertained.

Quality Assessment Framework (QAF)

The Service Provider shall ensure the QAF standards described in Appendix 3 of this specification is maintained and annually reviewed and where applicable exceeded. The Service Provider shall ensure Service Users and staff are engaged in this process.

The Service Provider will ensure the QAF is used as a service improvement tool and is a 'living' document in the provision of this service by ensuring the day to day functions of the service are QAF complainant, the service is aiming to demonstrate best practice and the staff are fully conversant in the QAF standards.

The Service Provider will be expected to complete the QAF on an annual basis unless a different timescale has been agreed with the Authorised Officer.

The Provider must work constructively with The Adult and Social care commissioning team to develop and improve the service by using QAF Standards, as a minimum the Provider must maintain Level B scores in core standards and have an action plan in place to Level A over a three year period.

Monitoring the delivery of outcomes and quality assurance

Monitoring is an integral part of the commissioning cycle and the Service Provider will be expected to actively participate in, and contribute to, the development of the monitoring approach.

The monitoring approach being adopted across the Adult and Social Care Commissioning team and the Domestic and Sexual violence Strategic Partnership (DSVP) is one which aims to provide both commissioners and Service Providers with essential information. The aim is to provide a balance in terms of collecting data that aids the day-to-day service as well as assuring commissioners that quality outcomes are being delivered. Relevant data should be captured on the minimum dataset spreadsheet provided in Appendix 4.

The approach falls under three headings to ensure a comprehensive picture is gained:

- An annual monitoring report, with quarterly returns based on the collection of a minimum data set.
- Annual Service User Questionnaire (to ensure that KPIs can be measured and qualitative data can be captured)
- A sample of case studies (to demonstrate the 'stories' behind more complex cases that also demonstrate achievement of outcomes).

Key performance indicators, baselines and targets will be defined by the commissioners, in discussion with the Service Provider, in the first year of the contact. They will be designed to maintain a focus on achieving the required outcomes for survivors of domestic violence, based on those in Appendix 1, and will measure:

- Effectiveness and Impact
- Reach
- Quality
- Efficiency
- Equality and Diversity

The Service Provider will be expected to:

- develop internal quality assurance systems to monitor effectiveness and performance
- respond appropriately and effectively to any quality or performance issues
- demonstrate appropriate escalation mechanisms
- demonstrate a commitment to candour and transparency

The Service Provider will be expected to complete the domestic violence specific outcome monitoring framework to address the following areas:

- Education, Employment and Independence
- Risk Assessments and MARAC referrals
- Safety plans
- Support plans
- Children e.g. school places/health care registration
- Additional support for children
- Mental Health - support and access to services
- Substance misuse- support and access to services
- An Outcome Star to capture a client's progress on seven key indicators

The Service Provider shall be fully aware that non-performance relating to any element of the Contract may result in a Default Notice being implemented and remedial action as per the conditions of the Contract.

The Authorised Officer shall have the right at any time with or without notice to inspect the premises, equipment and documentation related to the Contract and to inspect any associated area of activity forming part of the Contract. Following such inspection the Authorised Officer may introduce specific requirements for the Service Provider proportional to the circumstances.

The Authorised Officer, in discussion with the Service Provider, will produce a monthly performance monitoring schedule to measure the impact and outcomes of the support provided, including baselines, targets and reporting frequency, and the remedies to be applied in the event of service failures. In the event of any issues relating to the Service being raised, the Service Provider shall provide any additional management information the Authorised Officer may reasonably require in order to ensure that the Contract is being adhered to. The information shall be provided on a daily, weekly or monthly basis or at any other frequency required by the Authorised Officer.

For the purpose of monitoring the Service Provider's performance, the Authorised Officer shall have power to carry out surveys or questionnaires of Service Users without prior notification to the Service Provider.

The Service Provider shall maintain at its own expense whatever records are necessary to enable the Service to be performed. The Service Provider shall permit the Authorised Officer free access to these records, which the Authorised Officer shall treat as confidential unless the records indicate any omission or default by the Service Provider in respect of any aspect of the performance of the service.

The Service Provider will ensure that data is collected in a format which is acceptable to the Authority, and will ensure that data relevant to this contract is

transferred to the Authority at the end of this contract period to enable the Authority to meet its legal obligations and where relevant to enable the Authority to prepare the necessary documentation in respect of any subsequent recommissioning of the Services.

Contract Management

Contract management meetings shall take place on a quarterly basis. The purpose is to provide an opportunity for discussion of any issues relating to the performance of the service, provide the Local Authority with information about barriers to delivery originating from outside the Service, and to assess the Service Provider's progress in achieving the Outputs and Outcomes detailed in this Specification or as otherwise notified to the Service Provider. The Service Provider shall comply with these arrangements, which would cover aspects detailed in the following sections.

The Service Provider shall notify the Authorised Officer in writing at the commencement of the Contract, of the names, addresses and telephone number(both office and mobile where applicable) and electronic address of the Contract Manager assigned to the Contract and any other persons involved in the contract. This may include:

- Key responsibilities in the relationship and who is responsible for administering the contract and keeping it up to date.
- Who is responsible for monitoring and managing compliance with contractual requirements and Council policies.
- Who is responsible for monitoring and managing risk.
- Who is responsible for monitoring and managing performance.

The Service Provider should also provide an escalation plan including named individuals and timescale for each escalation.

The Service Provider shall immediately notify the Authorised Officer of any changes to the above.

The Service Provider shall report any changes within the Service immediately to the Authorised Officer.

Defaults

The Authority and the Service Provider shall agree a default methodology that will operate in the event of a failure of performance by either party.

Failure by the Service Provider to comply with the monitoring and performance requirements of the Contracts or any other failure in performance of the Contract

may be determined by the Authority as a breach of the Contract (“a Default”) , and subsequent action may be taken. If this situation arises, the Authorised Officer will be entitled to serve the Service Provider with a Default Notice.

Below are some examples of what would be determined as a Default by the Service Provider (this does not represent an exhaustive list):

- Failure to provide the Service in accordance with the requirements detailed in this Specification;
- Failure to submit documentation to the Authority, for example in relation to monitoring performance linked to the Service detailed in this Specification;
- Failure to reach agreed targets for the Service detailed in this specification;
- Inappropriate use of funds allocated to this Contract; and
- Failure to operate a complaints procedure.

Any obligation detailed in this Specification or any of the other Contract Documents may be the subject of a Default Notice on each occasion that a Default occurs.

The Service Provider shall be aware that if issued with a Default Notice, the Authority shall be entitled as part of the Default Notice, to withhold or to recover from the Service Provider all or any part of the Contract Sum as commensurate with the Default in the Service provision.

Increase in Service Provider’s Costs

The monies to be paid to the Service Provider shall remain fixed throughout the Contract Period (including for the avoidance of doubt an extension to the original Contract period as permitted under the Conditions of Contract) and shall not be increased in line with inflation or for any other reason.

In addition, the Authority shall not entertain any claims by the Service Provider for any increases in costs, whether expected or unexpected, that occur during the Contract Period, including, but not limited to, any increases in costs incurred by the Service Provider in the provision of the Service arising as a result of changes in legislation applicable to the Service Provider and/or the Service.

The Service Provider shall be deemed in their Annual Contract Sum to have accounted for all potential changes in costs that the Service Provider may incur during the Contract Period.

Payments

The Authority shall pay the Service Provider the annual Contract Sum by 2 half yearly instalments in advance by BACS transfer. The Authority will only process

payment to the Service Provider following submission of all documents required by the Authorised Officer to verify the sums to be paid.

Appendix 1 - Proposed key performance indicators

The following outcomes have been developed from established outcome frameworks:

- NCS = National Domestic and Sexual Violence Strategy outcomes
- KDSVP= Kingston Domestic and Sexual Violence Prevention
- ASC = Adult Social Care Framework Outcomes
- CA = Care Act outcomes
- SR = Specification Requirement

The Provider shall create a Service that delivers on Outcomes as detailed below, which shall lead to the achievement of the Adult Social Care Outcomes Framework 2015/16 published by the Government and available as follows:

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-ascof-2015-to-2016>

The Provider shall note that the delivery of clear outcomes for the Service Users accessing the Service is essential to service delivery. The Provider shall consequently align all the activities to the outcomes Outputs and Indicators in the table below.

Overarching Outcome	Service outcomes	Indicators (target*)	Means of verification
<ul style="list-style-type: none"> Target refers to % of those with an assessed need Where no target is records, the figure will be baselined in year 1 			
Improved Wellbeing	Service users experience an improvement in their overall wellbeing	<p>Service users are able to identify positive changes in their lives and also personal achievements which add to their sense of wellbeing (90%)</p> <p>% of Service Users reporting a 2 point increase in 5 of the 7 priority areas (health, family relationships, friendships and networks, confidence and self-esteem, feeling safe, overall wellbeing, economic stability) by 24 weeks – (70% after 12 weeks, 90% after 24 weeks)</p>	<p>Collated records maintained by Provider.</p> <p>Verifiable data and individual records</p> <p>Outcome star</p>
Individuals are safe	Service users are safe	<p>% of Service Users reporting an improvement in outcome star measure (70% after 12 weeks, 90% after 24 weeks)</p> <p>Service users are not involved in serious incidents or safeguarding alerts (90%)</p>	<p>Outcome star</p> <p>Collated records maintained by provider</p> <p>Audit</p> <p>Incident and Safeguarding forms and summarised data</p> <p>Complaints log</p>

	The risks surrounding the victim of violence and their children are competently assessed by trained staff	% staff members who are trained in assessing risk to service users using the DASH RIC (100% - time frame from employment to compliance to be negotiated with commissioners)	Collated records maintained by Provider. Audit of service user DASH forms by MARAC Coordination function DSVP Dataset
		All the provider's staff have up to date training in local child and adult safeguarding procedures (100% - time frame from employment to compliance to be negotiated with commissioners)	Collated records maintained by provider DSVP Dataset
Individual needs are met and life skills are established	Service users receive support from skilled professionals	% of service users who have an up to date support plan with SMART targets (100% after 10 days)	Collated records maintained by provider Audit
		% of staff members who are trained in gender dynamics and impact of domestic and sexual violence (100% - time frame from employment to compliance to be negotiated with commissioners)	Collated records maintained by provider Audit
		% of support plans that explore equalities impacts for service users, e.g. age, disability, mental health (100%)	Collated records maintained by provider

	Service users participate in and contribute to the community	Sustained participation in education, training and work or any other organised community activity which builds self-esteem and has personal and social value (90%)	Collated records maintained by provider Audit
		% of service users with an identified language need accessing LEAH or other language support	Collated records maintained by provider Audit
	Service users experience consistency in their support	% of service users with a named key worker (90%)	Collated records maintained by provider Audit
Achieve wellbeing in relation to mental and physical health	Service Users improve use of planned health care and reduce unplanned / emergency use of health services	% service users registered with GPs and accessing necessary health care services (100% at 6 weeks)	Collated records maintained by provider Audit
	Service users improve relationships and friendships	% of Service Users reporting an improvement in outcome star measure (70% after 12 weeks, 90% after 24 weeks)	Outcome star
	Co-existing issues are identified and managed and service users report better health	Number of services users who needed support to better manage their substance misuse and were supported to achieve this outcome. % of service users with an identified drug and alcohol need supported	Collated records maintained by Provider Audit

		to access the Kingston Wellbeing Service	
		Number of services users who needed support to better manage mental health and were supported to achieve this outcome	Collated records maintained by Provider
		% of service users with an identified mental health need supported to access mental health services	Audit
		% of Service Users reporting an improvement in outcome star measure (70% after 12 weeks, 90% after 24 weeks)	Outcome star
		% service users with emotional support needs who need counselling are accessing counselling services	Collated records maintained by provider
			Audit
		% of Service Users reporting an improvement in outcome star measure (70% after 12 weeks, 90% after 24 weeks)	Outcome star
Maintaining healthy relationships	Service users are encouraged to develop confidence and self-esteem, and report improved relationships and increase in capacity to form new relationships / friendships. This may include capacity to better manage everyday	Number of service users who have started the SHE project or Fresh Fridays empowerment programme % service users who have completed the SHE project or Fresh Fridays empowerment programme	Collated records maintained by Provider Audit

	social interactions with other people	Number of service users who have attended the Butterfly project % service users regularly attending the Butterfly project	Collated records maintained by Provider Audit
Achieve economic stability and secure housing	Service users are able to move on into independent accommodation	% of service users with a move on plan by 10 days	Collated records maintained by Provider Audit
		% of service users who have moved on into independent accommodation in a planned way within six months (planned and positive moves account for a minimum of 80% of moves)	Collated records maintained by Provider Audit
		% of unplanned exists from the service	Collated records maintained by Provider Audit
	Service users debts are reduced	% of service users reporting a debt reduction by 12 weeks (personal debt is avoided/reduced (90%))	Collated records maintained by Provider Audit
Children living within the refuge achieve Wellbeing	The needs of the children residing in the refuge are considered	% of support plans which demonstrate clear consideration of the needs of the child	Collated records maintained by Provider Audit
	Children in the refuge are supported to recover	Number of children referred to the	Collated records maintained by Provider

	from the impacts of violence	Saferspace worker for support	DSVP Dataset
	Children in the refuge	% of children within the refuge who are registered with a GP within 6 weeks	Collated records maintained by Provider Audit
		% of children who access local schooling within 6 weeks	Collated records maintained by Provider Audit
Refuge is integrated into the system of support available to the client group	Kingston services continue to evolve and seek best practice	% of DSVP governance meetings attended by the provider	Collated records maintained by Provider Audit
		Number of Service Users participating in service development/ engagement activities	Number of Service Users participating in service development activities e.g. user satisfaction questionnaires/focus groups/exit surveys/ Service Users representation activities (Local annual performance return)
	Clients receive coordinated support from across the Partnership	Number of referrals to: <ul style="list-style-type: none"> Kingston Wellbeing Service Drug and Alcohol Kingston Wellbeing Service iCope 	Collated records DSVP Dataset

		<ul style="list-style-type: none"> • SPA • Safer Space • Job Centre+ 	
The refuge is an appropriate environment for victims of violence and their children	The physical environment is suitable for victims and children	Number of complaints made about the physical environment of the refuge that were not satisfactorily resolved within 2 weeks	Complaints
		Number of complaints made about the physical environment of the refuge that were not satisfactorily resolved within 4 weeks	Complaints

Appendix 2 – Property Information

Units	Five (5)
Description	This shared accommodation comprises of five (5) family bedrooms and a shared lounge, kitchen, one bathroom and one shower room.
Other rooms	The accommodation has a laundry, office space
Location	Confidential
Property managed	Registered Social landlord – Central & Cecil Housing Trust