

## Report for: **Cabinet**

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| <b>Date of Meeting:</b>             | 15 September 2022   |
| <b>Subject:</b>                     | Harrow Council's Domestic Abuse Service   |
| <b>Key Decision:</b>                | Yes - By virtue of spend, which is above £500,000   |
| <b>Responsible Officer:</b>         | Alex Dewsnap - Acting Corporate Director, Resources   |
| <b>Portfolio Holder (s):</b>        | Cllr Anjana Patel - Portfolio Holder for Environment & Community Safety<br>Cllr Pritesh Patel - Portfolio Holder for Adult Services & Public Health<br>Cllr Hitesh Karia - Portfolio Holder for Children's Services<br>Cllr Mina Parmar - Portfolio Holder for Housing                    |
| <b>Exempt:</b>                      | Open except for appendices 2 to 13 which are exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). |
| <b>Decision subject to Call-in:</b> | Yes   |
| <b>Wards affected:</b>              | All wards   |
| <b>Enclosures:</b>                  | Appendix 1 - Equalities Impact Assessment (EqIA)<br><br><u>Exempt Appendices:</u><br>Appendix 2 - Invitation to Tender – Domestic Abuse Service<br>Appendix 3 - Draft Contract for Domestic Abuse Service – Lot 1   |

Appendix 4 - Draft Contract for Domestic Abuse Service – Lot 2  
Appendix 5 - Housing Management Contract - Supported Housing (Draft)  
Appendix 6 - Social Value Action Plan (for completion) - Lot 1  
Appendix 7 - Social Value Action Plan (for completion) - Lot 2  
Appendix 8 - Social Value Background Information  
Appendix 9 - Social Value Guidance  
Appendix 10 - Social Value Method Statement  
Appendix 11 - Specification Lot 1 - Domestic Abuse Support Service  
Appendix 12 - Specification Lot 2 - Safe Accommodation  
Appendix 13 - SQ Scoring Methodology

## **Section 1 – Summary and Recommendations**

Harrow Council's contract for domestic abuse services is due to expire in March 2023. This report seeks Cabinet approval to reprocure and award new contracts for the service.

### **Recommendations:**

Cabinet is requested to:

- (1) Approve the commencement of a competitive procurement for the domestic abuse service for an initial contract term of three years to run from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2026, with an option to extend for a maximum of a further two years until the 31<sup>st</sup> March 2028. The extension options will be exercised in periods of one-year extensions and will be subject to a rigorous review of performance at the end of the second year of the contract(s) and availability of budget (3 years, plus 1, plus 1). The value of the contract is £341,655 per annum, totalling £1,024,965 over the initial contract period of three years. The total value of the contract including the two additional extension years is £1,708,275.
- (2) Approve splitting the provision of the Domestic Abuse service into two procurement Lots:
  - Lot 1: Domestic Abuse Support Service: Strategic coordination and direct support to domestic abuse victims/survivors (with a contract value of £269,655 per year); and
  - Lot 2: Safe Accommodation: Refuge Support and Management and Floating Support (with a contract value of £72,000 per year).
- (3) Following the tender process, delegate authority to the Acting Corporate Director of Resources following consultation with the Portfolio Holders for Environment and Community Safety and Finance and Human Resources to award the contract(s) for both procurement lots in the new domestic abuse services
- (4) Delegate authority to the Acting Corporate Director of Resources, following consultation with the Director of Finance and the Portfolio Holders for Environment & Community Safety and Finance & Human Resources to extend the contract for each of the additional 12 month periods, which would follow a rigorous review of performance.

Delegate authority to the Acting Corporate Director, Resources, in consultation with the Portfolio Holder for Environment & Community Safety to allow any changes ahead of the final publication of the Invitation to Tender (ITT)

### **Reason: (for recommendations)**

The combined value of the two contracts to deliver the service is in excess of £500,000. Therefore, Cabinet approval is required to re-procure the service.

## Section 2 – Report

### Introductory paragraph

- 1.1 Harrow Council’s contract for domestic abuse services is due to expire in March 2023. This report sets out the rationale for splitting the Domestic Abuse service into two Lots and inviting applications to tender for a contract to run the service. The total available annual budget for the new service, £341,655, is the same as the current level.
- 1.2 The current service, which is provided by Hestia Housing and Support includes:  
**Community based support** consisting of:
- Two Full-time Independent Domestic Violence Advocates (IDVA). These workers support victims assessed at high and medium risk of domestic abuse, helping to de-escalate and prevent further abuse and signposting them to other services. The Community IDVA currently supports cases referred from Children Services, Adult Social Care, local voluntary and community sector (VCS) organisations, statutory and non-statutory providers, as well as self-referrals. The Police IDVA works alongside colleagues and helps victims referred through the Metropolitan Police’s Community Safety Unit at Wembley Police station.
  - A case worker - providing continued support to clients that were assessed as high-risk at entry and stepped down to medium risk.
  - Safety planning within the Multi-Agency Safeguarding Hub (MASH), within Children’s Services for victims and families presenting with domestic abuse.
  - Coordination of the borough’s Multi-Agency Risk Conference (MARAC)<sup>1</sup>, which reviews cases of abuse assessed as high-risk and secures input and support from statutory and non-statutory partners, to ensure the victim’s safety.
  - Senior IDVA (located in the MASH)
- Support within safe accommodation** consisting of:
- A 6-bed refuge - accommodating up to 12 victims and their families per year and managed by one full-time refuge worker to provide wrap-around support and advice to victims and their children.
  - A Floating Support worker - providing housing and tenancy related advice and emotional support, to help prevent homelessness.
- 1.3 The service works in tandem with and signposts victims to other services provided by Council departments and/or externally, through the voluntary and community sector.

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<sup>1</sup> A MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists from the statutory and voluntary sectors.

- 1.4 The service was last competitively commissioned in late 2015, for a contract period of four years (two years with the option to extend for a further two years to 2019 which has been exercised). In late 2019 a direct award under waiver was made due to uncertainty of the availability of future funding. This award expired in August 2021.
- 1.5 A cross-departmental project group comprising representatives and budget holders from People Services, Harrow Safeguarding Adults and Safeguarding Children Board, Public Health, Housing, Policy and Procurement, was originally set up in Spring 2020 to review the service, and re-design the service model for a new procurement process.
- 1.6 Due to impacts on the capacity of the Council and partners as a result of the Covid-19 Pandemic, the original timeline for re-procurement was impacted and pushed back. In tandem with the new Domestic Abuse Act coming live in April 2021, it became increasingly difficult to ascertain what domestic abuse services the Council would be responsible for commissioning. The cross-departmental project group recommended that a direct award of contract be made and this was adopted by Cabinet in July 2021, with the period of the award timed to allow for a re-design of the service specification, following the full understanding of the implications of the Domestic Abuse Act.
- 1.7 The cross-departmental project group was reconvened in Spring 2022 to inform the process.
- 1.8 Consideration has been given to the need for Early Intervention and what this would look like in terms of service delivery. There are programmes available which would address some of the gaps in available support but would require an increasing in the available funding. However, the recommendations in this report are fully funded by the current financial envelope.
- 1.9 As an example, perpetrator behaviour programmes have the potential to be a cost-effective way of reducing offending, with research showing a reduction in repeat offending across various forms of abuse by 70-88%, with Independent Domestic Violence Advocates IDVAs reporting a reduction in risk to victims by 82%.<sup>2</sup> Stakeholders had previously identified the need for interventions at all risk levels in Harrow – ranging from support for low level conflict, through to intensive work with high-risk perpetrators. Both Barnet and Brent Councils have commissioned Rise Mutual to provide perpetrator programmes for their boroughs. In 2019, Brent Council commissioned Rise Mutual to deliver its programme over two years, at a cost of £200,000, supporting a total of 190 perpetrators and partners, through a combination of group therapy and 1:1 support. Previous research into the costs of a perpetrator programme have been estimated at between £1000 - 3000 per perpetrator. Opportunities to jointly commission services with North West Borough Command Unit BCU borough partners may provide some efficiencies and could be explored further (subject to additional funding being secured).

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<sup>2</sup> <http://driveproject.org.uk/wp-content/uploads/2020/01/Drive-Evaluation-Report-Final.pdf>

- 1.10 Trauma therapy for adults and children was previously identified as a gap in support. The Drive Project is an innovative response to domestic abuse that aims to reduce the number of child and adult victims by disrupting and changing perpetrator behaviour. Drive focuses on priority (high-risk, high-harm and/or serial) perpetrators, as this group carries the greatest risk of serious harm, and engagement with available services is low.<sup>3</sup> The Drive Project evaluation report cited average unit costs of Cognitive Behavioural Therapy (CBT)/Counselling support for victims of abuse at £112 per hour. The recommended minimum number of sessions required to support adult victims would be in the region of 8-12, depending on severity of the trauma, which would cost in the region of between £900 - £1500. Discussions with Central and North West London NHS Foundation Trust (CNWL) commissioners to explore/review demand for trauma services within the borough could influence future decision-making around the provision of such services.
- 1.11 Given the evidence base on the impact of early intervention offers, the procurement process should include the ability to enhance the service on offer. It would therefore be our intention to use successful bidders to deliver perpetrator programmes subject to funding being found, be it Council or external funding. We are therefore including these options explicitly within the ITT, even though at this stage we are clear that the funding does not exist to support these enhancements. This will then allow us to move forward to full procurement without precluding any options to support our future direction of travel, but at the same time indicate to the market that the successful bidder would also be able to partner on new initiatives without going back through a full procurement programme of work.
- 1.12 In addition to the Domestic Abuse service provided by Hestia Housing and Support and funded through Harrow Council, the following are resources funded wholly by external bodies which support victims of domestic abuse.
- The Mayor's Office for Policing and Crime (MOPAC) funds an Independent Domestic Violence Advocate (IDVA) resource, shared with Barnet and Brent Councils and co-located at Wembley Police Station and at Northwick Park Hospital. This IDVA resource equates to 0.66 full-time Equivalent (FTE)<sup>4</sup> workers per borough. As a result there is a total IDVA resource available within Harrow at present is 2.66 FTE.
  - A complex needs service – funded through the Department for Levelling Up, Housing and Communities (DLUCH) and under a separate contract - provides specialist emotional and practical support to domestic abuse victims who present with mental health, substance misuse and insecure housing issues.

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<sup>3</sup> <http://driveproject.org.uk/wp-content/uploads/2020/01/Drive-Evaluation-Report-Final.pdf>

<sup>4</sup> A full-time equivalent, sometimes abbreviated as FTE, is a unit to measure employed persons in a way that makes them comparable although they may work a different number of hours per week.  
[https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Full-time\\_equivalent\\_\(FTE\)](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Full-time_equivalent_(FTE))

- There are additional domestic abuse services covering the borough commissioned by London Councils. These are Advance; the Asian Women's Resource Centre; the London VAWG consortium (with Advance the lead partner in Harrow); and EACH Counselling.

## Options considered

### 2.1 **Option 1:** Do nothing - allow the contract to end in March 2023.

This option is not recommended as domestic abuse has become an important local and national policy area. The Domestic Abuse Act came into force in April 2021. Therefore, discontinuing the service will create a gap in statutory and non-statutory provision which will be detrimental to adults, children and young people impacted by domestic abuse.

### 2.2 **Option 2:** Bring elements of the service in-house.

This option is not recommended for the following reasons:

- a) This would result in additional management resource and higher staff costs.
- b) The service requires extensive and specially trained staff, which does not currently exist in-house, as well as a high degree of objectivity and neutrality from the perspective of the victim.
- c) In addition, it would be challenging to mobilise an in-house service in the time available before the end of the existing contract term.

### 2.3 **Option 3:** Continue with a single contract for service provision, incorporating both the Domestic Abuse Support Service and Support in Safe Accommodation.

This option is not recommended for the following reasons:

- a) The market engagement undertaken in 2020 has indicated that there are a number of potential service providers who have the capacity and interest to engage with a procurement process. This engagement also highlighted the ability of potential providers to bid for external funding and facilitate collaborative partnership working.
- b) While a single provider responsible for the delivery of the whole contract would simplify the procurement process and contracting arrangements, there are risks associated with this approach. There is the heightened risk to the delivery of the whole domestic abuse service if a supplier underperforms or goes out of business.
- c) The tender would only be obtainable for suppliers who can deliver both the support service, and support within safe accommodation. As a result, this could make the process less competitive.

### 2.4 **Option 4:** Separate the two key elements of the service into two lots: Lot 1 being the Domestic Abuse Support Service and Lot 2 being Support in Safe Accommodation. This approach does not impact the budget for the service which will remain at £341,655 and does not exclude any one

supplier from bidding for and potentially being successful in winning both contracts.

Splitting the overall service provision into two lots would require more time for the procurement process and contract management, and therefore risks losing potential economies of scale. However, there are a number of benefits to this approach.

- i. Not restricting the process to suppliers who can only provide the whole service broadens the scope of applicants, increasing competition and mitigating the risk that the Council might miss out on good quality bids (which we have tested with the market to verify).
- ii. It supports small and medium sized enterprises by encouraging and enabling them to do business with the Council.
- iii. Splitting the contract also spreads the risk associated with relying on one service provider and may increase resilience into the overall service delivery

**Option 4 is recommended.** It should be noted that as the funding for the service has been set at £341,655 the competitive nature of the tender process will not be based on cost benefit but on the quality of the service that suppliers can provide for the funding envelope.

## Background

### 3.1 Profile of domestic abuse in Harrow

- There has been a rise in domestic abuse in the borough since the service was first commissioned in 2015.<sup>5</sup>
- Harrow has seen a rise in the number of recorded domestic abuse offences by 29% from 1,791 in April 2018 to 2,254 in April 2022.
- Data beyond April 2022 will not be available ahead of the Cabinet meeting in September 2022. This information is usually only requested annually for the Strategic Assessment.
- Police crime data for 2019/2022 shows that the number of incidents across the borough has remained stable, at an average of 3,000 per annum. However, domestic abuse incidents have continued to increase since the introduction of Covid-19 measures. The figures from April 2018 stood at 2,960 compared to April 2022 where they stood at 3,320 (an increase of approximately 12%).
- There has been an upward trend in the level of incidents flagged as domestic since November 2020. However, there has been a downward trend in the proportion of domestic offences resulting in injury - from 26% (Apr '20) to 20% (Apr '22).<sup>6</sup>
- Compared to April 2021 and April 2022 rolling year, the number of flagged domestic offences in Harrow increased by 374. There was a

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<sup>5</sup> Metropolitan Police data on domestic abuse offences and incidents in Harrow: 2017-2021 (12 months rolling year).

<sup>6</sup> Domestic Abuse and Sexual Offences, Safer Harrow, Harrow Business Intelligence Unit, June 2022



total of 2,195 offences for 12 months up to 2021 and 1,821 offences in 2019. This translates to a 1.48 rate increase.

- In the 12 months up to August 2021 the highest levels of flagged domestic crime occurred in Roxeth and Greenhill. The highest increases from August 2019 were seen in Roxbourne (+31) and Pinner (+43).
- In the 12 months up to August 2021, the lowest levels of flagged domestic crime occurred in Harrow Weald, and Headstone North. The highest reductions from August 2019 are Hatch End (-27) and West Harrow (-26).
- The main forms of domestic abuse experienced by victims include common assault, assault with injury and harassment.
- The majority of victims of domestic abuse in the borough were female (71%) Men made up 24%.<sup>7</sup>
- Domestic abuse impacts all age groups, with 53% of victims aged 25-44 and 24% of victims aged 55-64 recorded as victims of abuse. A further 4% were aged 65 plus.
- Crime data for 2021 supplied by the Police has recorded the ethnicity and number of domestic abuse victims as follows: “Afro-Caribbean” 674; “Arabian / Egyptian” 273; “Asian” 1,320; “Dark European” 257; “Oriental” 86; Unknown 1,290; “White European” 1,470.<sup>8</sup>
- Profile analysis uses data on domestic flagged crimes reported to police, in the 12 months up to August 2021. It shows that females with black and multi-ethnic “appearance” (based on Police reporting) are the highest proportion of victims (31%), and white males make up the smallest proportion (6%).<sup>9</sup>

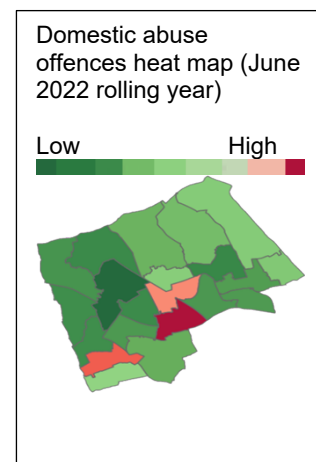
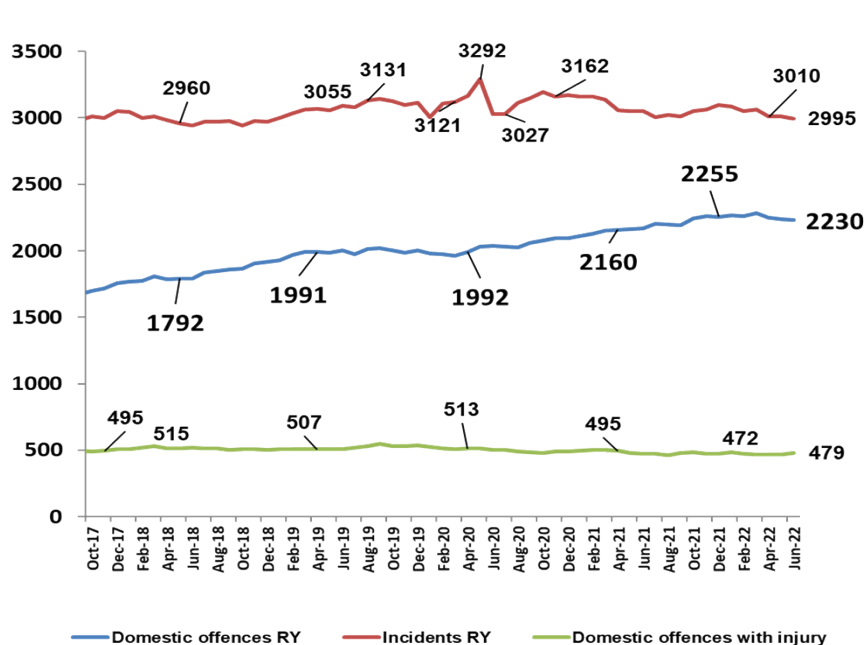
### **Figure 1: Number of domestic abuse offences in Harrow 2017-2022**

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<sup>7</sup> Annual Strategic Assessment 2021 A Summary of Crime in Harrow in 2020/21

<sup>8</sup> Metropolitan Police data on domestic abuse offences and incidents in Harrow: 2017-2021

<sup>9</sup> Annual Strategic Assessment 2021 A Summary of Crime in Harrow in 2020/21



## Current situation

### 4.1 Harrow Council domestic abuse service

As part of the commissioning process, a review of the service was undertaken by the Domestic Abuse Commissioning Project Group from October to November 2020. Findings are summarised as follows:

- The number of referrals to the IDVA service has seen an upward trend since 2017/2018, increasing from 354 to 649 in 2020-2021.
- Over half of all referrals to the service were from the Multi Agency Safeguarding Hub (MASH) and other departments within Children's Services, followed by the Police.
- The majority of victims that were referred to the service are female, with 6% of male victims accessing the service.
- 6% of victims were disabled.
- The service also provides support to the LGBT+ community and they made up 2% of the overall service users.
- The service also provides support for those with no recourse to public funds who qualify for the Destitution Domestic Violence (DDV) concession. However, the numbers are minimal at less than 1%<sup>10</sup>.

<sup>10</sup> Destitution Domestic Violence (DDV) concession is aimed at protecting victims of domestic abuse, by allowing them to notify the UK Border Agency. (UKBA) that they need to access public funds while they make a claim for indefinite leave to remain as a victim of domestic violence.

- The ethnic make-up of service users was evenly spread across white and non-white backgrounds, with 27% of service users of Asian origin, 26% White and 7% African and Caribbean and 6% from other ethnic backgrounds. Comparing the ethnic make-up of service users with the ethnic make-up of victims of domestic abuse shows that members of the African and Caribbean community are less likely to use the service. However, the accuracy of this information is difficult to ascertain as the ethnic profiles provided in the police data are broader than those recorded by the service provider, and are not self-defined. The accuracy of comparing this data is further complicated by a lack of clarity on the severity of an incident (e.g. is it an incident that would be referred to the service provider) and also the relationship between the perpetrator and the victim (e.g. an argument between two brothers would be flagged as a domestic incident).
- The main type of abuse experienced by those accessing the service was psychological and emotional abuse, followed by coercive and controlling behaviour.
- In 2021-2022 the annual number of cases referred to the borough's MARAC was 227, of whom 24 were pregnant. This is an increase of 10% from 2019/2020.
- Of those that were referred to the Multi Agency Risk Assessment Conference (MARAC), 61% of victims presented with complex needs (36% with mental health and 25% with substance misuse issues). While 49% of perpetrators presented with mainly substance abuse, but also with some mental health issues.
- The repeat victimisation case heard at the MARAC increased by 7% in 2020-21 (14%) compared to that of 2019-20 (8%).<sup>11</sup>
- The average number of victims supported in the refuge is 17 per year.
- Last year, 55 standard risk victims were offered long-term support provided by the Floating Support Worker.

#### 4.2 Impact of the Covid-19 pandemic on the service

- The Covid-19 pandemic continues to have an impact on the delivery of a Domestic Abuse service in Harrow. The increase in referrals during this period has created an increased workload for services and longer waiting times.

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<sup>11</sup> Repeat victimisation: Repeat victimisation matters because MARAC aims to minimise the number of times a survivor is being abused by managing risk and putting safeguarding in place. Definition of a repeat is where the same survivor is being abused by the same perpetrator within a 12-month period.

## Why a change is needed

- 5.1 The introduction of the Domestic Abuse Act 2021 together with national, regional and local policies to protect all victims and those affected by domestic abuse and sexual violence, continues to impact existing service provision. The Act has created a broader statutory definition of domestic abuse and placed additional duties on local authorities. In response Harrow Council has set up a Violence Against Women and Girls (VAWG) sub-group which reports directly to the statutory Safer Harrow Partnership. This sub-group brings together key stakeholders to promote safety for women and girls in the borough. Additionally, the Council will continue to work in partnership with the Greater London Authority (GLA) and other Local Authorities in London to fully understand the expectations arising from the Act.
- 5.2 Demand for domestic abuse related support in the borough is increasing and is placing additional pressures on the existing service. Covid-19 has had a significant impact on victims of abuse and has helped highlight pressures on services.

## Implications of the Recommendation

### 6.1 Costs

- 6.1.1 The total contract value for the service is £341,655 per annum across both Lots 1 and 2, totalling £1,024,965 over the initial period of three years and £1,708,275 with the two additional extension years.
- 6.1.2 £221,655 funding for the new service has been confirmed and pooled from across various service areas and directorates for the full term of three years and two additional extension years. £120,000 funding comes from the London Crime Prevention Fund (LCPF) and this has been confirmed for the first 2 years of the contract only. Should the funding not continue beyond the initial 2 years, the contract will need to have a variation included to reduce the value of the service by £120,000.

Please see **Financial Implications** Section 10 for further details.

### 6.2 Staffing/workforce

- 6.2.1 The Council will advise bidders if the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”) and/or Property lease/rental agreements apply to the new contract.

### 6.3 Performance Management

- 6.3.1 The contract’s performance feeds into the delivery of the priorities of the Community Safety and Violence Vulnerability and Exploitation Strategy.

6.3.2 Performance and outcomes of the service are assessed on a quarterly basis against performance indicators, which incorporate KPIs and requirements of the Public Health grant conditions.

6.3.3 Quarterly performance monitoring meetings will continue to be held with the provider and attended by service leads across Peoples, Policy and Housing. These meetings are in addition to the data which is submitted quarterly, and provide an opportunity to gain an increased understanding of how the services are working to meet their KPIs. This includes the number of referrals, source of referrals and how the service has improved the health, wellbeing, stability and independence of the client.

#### **6.4 Environmental Implications**

The service does not have a significant impact on the environment. However, the providers will be required to demonstrate their ability to meet the Council's Climate Change obligations in ensuring that they have put in place measures to reduce waste, minimise unnecessary travel and adopt energy efficient practices.

#### **6.5 Data Protection Implications**

6.5.1 The provider will be required to adhere to the Council's Data Sharing Protocol (for the purposes of sharing some service user data with service areas across the Council and with external professionals). A Data Sharing Protocol will be drafted in line with guidance and approval by the Council's Information Governance Lead. There will also be comprehensive data protection provisions in the contracts awarded given both the sensitivity of the data and the confidence of victims and survivors to come forward and use the services.

### **7. Risk Management Implications**

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **Yes**

The relevant risks contained in the register are attached/summarised below.  
**Yes**

The following key risks should be taken into account when agreeing the recommendations in this report:

| <b>Risk Description</b>                           | <b>Mitigations</b>   | <b>RAG Status</b> |
|---|--|-------------------|
| Insufficient funding for the term of the contract | ▪ The recommissioning of the service is initially for the period 2023/24-2025/2026, with the option for a further two years of extension to 2027/2028, but the | Amber             |

| Risk Description               | Mitigations  | RAG Status |
|--------------------------------|--|------------|
|                                | <p>current total funding secured is for the contract period 2023/24 - 2024/2025. Therefore, the continuation of the contract is subject to funding for 2025/26 onwards being made available. In the event that the London Crime Prevention Fund (LCPF) commitment of £120,000 is not continued for 2025-26, we will have to reduce the service unless funding is available from other sources. The total annual funding received by the Council from the LCPF is £200,271, so supporting DA services would be the first call on this funding.</p> <ul style="list-style-type: none"> <li>▪ It is possible to vary the contract during the term by way of the Change Control Procedure set out in Schedule 7 of the contract. Furthermore, Clause 36A of the contract also allows the Council to terminate at any time by giving 6 months' written notice to the provider. Therefore, any risk of facing penalties for reducing services in line with funding will be mitigated.</li> </ul> |            |
| The provider becomes insolvent | <ul style="list-style-type: none"> <li>▪ The service contract will include mitigations to enable the Council to identify and issue a direct award to another provider</li> <li>▪ Splitting the service into two lots may reduce the risk of the whole service being impacted, should a</li> </ul>  | Amber      |

| Risk Description  | Mitigations   | RAG Status |
|---|---|------------|
|   | <p>provider become insolvent.</p> <ul style="list-style-type: none"> <li>▪ The market has a number of competitor organisations in it, so we are not reliant on monopoly provision.</li> <li>▪ Prior to the award of contracts, the Authority will carry out financial due diligence checks on evidence provided by the recommended supplier(s), to validate information they provided in the Selection Questionnaire of the tender. This includes a review of the supplier's two years audited accounts (or other equivalent financial information).</li> </ul> |            |
| <p>Failure to allow for inflation in the contract funding leading to the providers being unable to deliver the service specification within the proposed budget</p> | <ul style="list-style-type: none"> <li>▪ It is the responsibility of bidders to factor inflation into their pricing schedule of their bid.</li> </ul>   | Amber      |
| <p>Failure of provider in service delivery</p>  | <ul style="list-style-type: none"> <li>▪ The contract performance measures and mitigations include regular contract monitoring of KPIs, improvement plans and break clauses.</li> <li>▪ No extension would be approved without a robust and rigorous assessment of performance.</li> </ul>  | Green      |
| <p>Risk of losing potential economies of scale due to splitting into two procurement lots.</p>  | <ul style="list-style-type: none"> <li>▪ While recognising this is a potential risk, it is felt that the benefits gained from this approach (as set out in section 2.4 of this report) outweigh the risks.</li> </ul>   | Green      |
| <p>Risk of procurement Challenge</p>  | <ul style="list-style-type: none"> <li>▪ Competitive tendering process to be undertaken in compliance with the</li> </ul>   | Green      |

| Risk Description        | Mitigations   | RAG Status |
|-------------------------|---|------------|
|                         | Council's contract procurement rules and Public Contract Regulations 2015   |            |
| Lack of value for money | <ul style="list-style-type: none"> <li>▪ The risk is mitigated by a competitive and rigorous tender process which will enable us to select a supplier that can provide the domestic abuse help service that we require for this fixed budget amount.</li> </ul> | Green      |

## Procurement Implications

8.1 The procurement process will be carried out in accordance with the Public Contract Regulations 2015 and the Council's Contract Procedure Rules. A UK Notice will be issued and the Council will follow an Open Procedure route. The proposed top level evaluation criteria will be:

- Price 40%
- Quality 50% (including 5% allocated to Carbon Reduction)
- Social Value 10%

## Legal Implications

9.1 The value of the Council's proposed spend for the services as set out in this report exceeds the relevant procurement threshold. The Services fall within Schedule 3 (Social & Other Specific Services) of the Public Contracts Regulations 2015 (PCR 2015) and the threshold is £663,540. The PCR 2015 therefore require a Procurement exercise to be undertaken as is proposed in this report.

9.2 In accordance with the Council's Contract Procedure Rules (CPRs), for contracts with a total aggregate value of £500,000 and over, authorisation to commence the procurement must be sought from Cabinet.

9.3 Legal have been instructed to draft the contract terms and conditions for both Lots and the contracts will be included as part of the invitation to tender documents. The final contracts will be sealed in accordance with the CPRs.

9.4 The service enables the Council to discharge its duties in relation to:



- Crime and Disorder Act 1998
- The Domestic Abuse Act 2021
- The Children Act 1989
- The Care Act 2014
- Housing (1996) and Homelessness (2002) Acts
- The Homelessness Reduction Act 2017

## 10. Financial Implications

10.1 The award for this contract requires an annual budget of £341,655 over three years, £1,024,965 in total.

10.2 The table below details the budget breakdown.

**Table 1: Domestic Abuse contract funding from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2026**

|                                  | <b>April 2023 –<br/>March 2024</b> | <b>April 2024 –<br/>March 2025</b> | <b>April 2025 –<br/>March 2026</b> |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <b>External funding<br/>LCPF</b> | £120,000                           | £120,000                           | £120,000*                          |
| <b>Housing</b>                   | £72,000                            | £72,000                            | £72,000                            |
| <b>Children’s Services</b>       | £84,655                            | £84,655                            | £84,655                            |
| <b>Adults’ Services</b>          | £15,000                            | £15,000                            | £15,000                            |
| <b>Public Health</b>             | £50,000                            | £50,000                            | £50,000                            |
| <b>Total Funding</b>             | <b>£341,655</b>                    | <b>£341,655</b>                    | <b>£341,655</b>                    |

Funding from Children’s and Adults’ Services, Public Health and Housing has been confirmed. This totals £221,655 per annum and is for the duration of the contract.

\*The external funding from LCPF has only been confirmed for the first two years of the contract. Funding from LCPF for the third year of the contract (2025-26) has not been confirmed and so has been included in the Risk Management Implications. If LCPF funding is not made available for 2025-26 the service will be reduced by a variation of the contract, so there is no additional pressure on Council resources.

## Equalities implications /Public Sector Equality Duty

11.1 Section 149 of the Equality Act 2010 sets out the public sector equality duty to which the authority must have due regard. The Council’s public sector equality duty is set out in s149 of the Equality Act 2010.

11.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a

relevant protected characteristic and persons who do not share it;  
c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 11.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The proposed service must be open to all residents and the Council will have due regard to those with protected characteristics. Equalities monitoring is incorporated as part of the contract monitoring process to help identify the profile of service users accessing the service to ensure that the service is able to meet their needs and the Council is able to fulfil its equality duty.
- 11.4 As part of the re-commissioning process, a full EqIA has been undertaken to identify and address any disproportionality.

### **Section 3 - Statutory Officer Clearance**

**Statutory Officer: Sharon Daniels**

Signed on behalf of the Chief Financial Officer

**Date:** 01 September 2022

**Statutory Officer: Hugh Peart**

Signed by the Director of Legal & Governance

**Date:** 01 September 2022

**Chief Officer: Alex Dewsnap**

Signed by the Corporate Director

**Date:** 01 September 2022

**Head of Procurement: Nimesh Mehta**

Signed by the Head of Procurement

**Date:** 01 September 2022

**Head of Internal Audit: Susan Dixon**

Signed by the Head of Internal Audit.

**Date:** 31 August 2022

### **Mandatory Checks**

**Ward Councillors notified:** NO, as it impacts on all Wards

**EqIA carried out:** YES

**EqlA cleared by:** Shumaila Dar, Head of Equality, Diversity & Inclusion

## **Section 4 - Contact Details and Background Papers**

**Contact:** Glenn Palmer, Policy Officer, 07926 072880,  
[Glenn.Palmer@harrow.gov.uk](mailto:Glenn.Palmer@harrow.gov.uk)

**Background Papers:** No

**Call-in waived by the Chair of Overview and Scrutiny Committee**

**NO**