Market Analysis for Domestic Violence Services

Background
This report collates a view of the market for providers delivering services in relation to domestic violence, and

London Borough of Waltham Forest holds two contracts in relation to Domestic Violence Services:

1. Counselling – Ashiana Network
2. Independent Domestic Violence Advocate (IDVA) – Victim Support Waltham Forest

On two occasions these have failed to be re-procured (reasons outlined below) and as such contracts needed to be extended beyond a suitable period. Currently options for a new delivery model are being developed and considered.

At the same time the council holds two contracts for refuges:

1. Kyra Refuge & Floating Support – Ashiana Network
2. Refuge for Asian Women & Children – Kiran Asian Womens Aid

All these contracts expire on 31st March 2015; however a waiver has been put in place giving the option to extend these arrangements up until 30th September 2015.

Past Procurements
In 2009/10 Waltham Forest tried to tender its requirements only receiving two poor quality bids neither of which could demonstrate suitably how they would provide the ‘one-stop-shop’ approach the council desired.

This exercise was re-run in late 2011 emphasising the importance of the ‘one-stop-shop’ model following notification to the GLA VAWG Forum to raise awareness of the opportunity. This time 34 providers registered an interest however only a single submission was received, again of insufficient quality to be able to make an award.

Two key aspects were identified by providers as barriers to bid; 1) the cost of staff requiring TUPE transfer was significant compared with the annual budget available from the council, and 2) providers were unable / unwilling to provide both a victims and perpetrators service together.

Following the second failed procurement, the council contacted all 15 providers who expressed an interest to talk through the issues and seek feedback on the approach the council should / could adopt.

As part of the market consultation for the latest contract, 41 providers expressed an interest via www.londontenders.org and 35 providers attended the event to provide feedback on the council’s current direction.

Providers in the Market
There are clearly a number of providers in the market as demonstrated by the number engaged with the market consultation that recently took place; however not all those providers can deliver the whole raft of services that the council is looking for, at least not with creating alliances with complementary providers.
A review of those providers who attended the market consultation event shows that there is a mixture of types; i.e. some providers focus on prevention by educating, offering general family support for a range of issues, crime reduction or counselling services, refuge providers and specialist DV services.

And in terms of where they operate, there are clearly national providers however a significant number who focus on London with a few specifically operating in East London only.

This few is replicated when looking at the market as a whole, with a number national charities that operate a whole host of services as those local services focused in London. There appears to be only a couple of larger charities who have not engaged directly with the council; such as NSPCC and Women’ Aid (referral point for refuge) who offer traditional provision. Other markets offer different solutions e.g. more social work based and less feminist criminology based.

**Neighbouring Boroughs Contractors**

A list of providers who operate in each area can be found below:

http://www.womensaid.org.uk/azrefuges.asp?section=00010001000800060002

**Feedback from Market**

A market engagement event was held on 5th June 2014, and the following organisations attended:

<table>
<thead>
<tr>
<th>Tender Education &amp; Arts</th>
<th>DVIP</th>
<th>Safer London Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Androma Management</td>
<td>Newham Asian Women’s</td>
<td>Community Turf</td>
</tr>
<tr>
<td>Consultancy</td>
<td>Project</td>
<td>Solace Women’s Aid</td>
</tr>
<tr>
<td>Eaves</td>
<td>Zebulun</td>
<td>Victim Support</td>
</tr>
<tr>
<td>St Mungo Community</td>
<td>Maryland Care Agency</td>
<td>Everyman Project</td>
</tr>
<tr>
<td>Housing Assc</td>
<td>Mattenham Property</td>
<td>Riverside ECHG</td>
</tr>
<tr>
<td>Family Action</td>
<td>Services</td>
<td>NELFT</td>
</tr>
<tr>
<td>Barnardo’s</td>
<td>IMECE Turkish Speaking</td>
<td>Woman’s Trust</td>
</tr>
<tr>
<td>Refuge</td>
<td>Women’s</td>
<td>Forest YMCA</td>
</tr>
<tr>
<td>Core Asset Children Services</td>
<td>Ashiana Network</td>
<td>Hestia Housing &amp; Support</td>
</tr>
<tr>
<td>The Nia Project</td>
<td>The Haven</td>
<td>Stay Safe East</td>
</tr>
<tr>
<td>Zebra Nursing Agency</td>
<td>The Kiran Project</td>
<td></td>
</tr>
</tbody>
</table>

The topics tabled by the council for discussion were:

- Who needs to be involved?
- How would you deliver this service?
- Who and what are the essentials?
- Can the service be delivered more effectively & efficiently?
- What are the constraints & the opportunities?
- What outcomes can be achieved?

Feedback given was captured; key areas of feedback were:

**Who needs to be involved?**

- Potential stakeholders: the Community, Education, Criminal Justice System, Victims, Perpetrators, Peer Groups, Housing Associations, Faith based organisations, Police, GP’s, Health service, Health & Wellbeing Forum, Children & Adults services and Legal Advice services.
How would you deliver this service?
- Seek consortium approach as much as possible to create synergy / cost effectiveness
- Integrate services into communities
- Deliver via women centre or youth hub
- Offer a range of user friendly venues / services with translators
- Offer a long-term contract (5 years) to enable providers to plan more effectively

Who and what are the essentials?
- Retain local services as local knowledge & skills enable support to be provided effectively
- Need for both mainstream and specialist services (i.e. disabled, women, men, ethnicity based)
- Effective communication / links between services

What are the constraints & opportunities?
- Concerns over council’s delivery model being too wide thus preferring a larger, national organisation
- Issues around one provider providing all services; i.e. perpetrators & victims services from same location
- Benefits of consortia recognised; however help from the council to set up (i.e. formal groups?)
- Victims need different services, at different times according to their needs
- Need for strong pathways, partnership working and good referrals
- Providers need stability over funding, ideally being offered over a long period

What outcomes can be achieved?
- Co-ordinated & integrated service provision
- Increase access & quality
- Improved response
- Addressing diversity
- Community ownership
- 100% prevention of homelessness due to DV
- Outcomes re: prevention, safety, vulnerability, repeat victimisation & independence

Summary
It is clear that there are a number of specialist providers who play an important role in terms of delivering services to victims that the council would benefit from contracting with, and by seeking a single one-stop-shop model would mean that the majority of the market would not 1) be set up to deliver all that we would request of them, or 2) have the skills to form effective alliances to submit a successful tender submission. This is further demonstrated by the previous two failed procurement exercises where a single provider or consortia bid was sought, but no satisfactory responses received.

The council needs to find a way to either support smaller providers to work together to be able to submit a suitable bid OR to find a suitable mechanism to contract individually with providers whilst addressing the councils overall requirements.