Community Safety

Violence against Women and Girls (VAWG)

Behaviour change provision to non-Court mandated perpetrators of DVA
Service Specification
Appendix 2

Service Specification for Specialist Provision to Violence Against Women and Girls (VAWG)

INTRODUCTION

The tender relates to one contract, which will deliver services to non-court mandated perpetrators of domestic violence and abuse (DVA) and other forms of VAWG.

London Borough of Waltham Forest is commissioning other VAWG and DV services separately to this contract, including:

- Refuges for victims
- IDVA services
- Support and therapeutic services for victims and their children

This contract, for services for perpetrators of DV and other forms of VAWG, will be let on a cost-and-volume basis. The maximum annual spend on this contract will be £50,000 per annum.

1.0 Background

1.1 Violence and abuse of women and girls blights the lives of a significant proportion of our communities locally, nationally and internationally, as does violence and abuse against men. Not only are the victims¹ themselves seriously adversely affected but the tentacles of abuse reach their children, extended family and friends and perniciously permeate our society.

1.2 Waltham Forest is an outer London borough located in North East London, with a vibrant and wonderfully diverse population of 258,000² with women making up 51%. There are a variety of cultures amongst our communities bringing huge benefits to the borough. At the same time we remain responsible for protecting children, young people and adults from a range of potential forms of abuse and violence including DVA, forced marriage, so-called ‘honour’-based violence, trafficking, sexual exploitation and female genital mutilation.

1.3 Waltham Forest Council has a long history of commitment to tackling all forms of domestic violence and abuse, sexual violence and violence against women and girls (VAWG) in all its forms.

---

¹ The VAWG strategy uses the term “victim”. We acknowledge that many people (both adults and children/young people) who have experienced any form of VAWG may not necessarily identify with this term and that this term may not accurately describe a person’s experience. Where the word victim is stated in this document it should be read and understood as: “victim/survivors/those individuals seeking support/person(s) who have experienced any form of VAWG”.

² ONS 2011
1.4 To date, the work on different areas e.g. domestic violence and abuse (DVA) and sexual violence (SV) has traditionally been dealt with separately. However, in line with national and regional policy drivers there has been a growing understanding and acceptance that our response to these gender based issues/crimes should come together under the VAWG umbrella.

1.5 In line with the Cross Government’s and the Mayor of London’s strategy the United Nations (UN) Declaration (1993) on the elimination of VAWG, the following definition has been adopted by the borough. VAWG is defined as: “Any act of gender-based violence that results in, or likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life’.

1.6 There is much of research the indicates the vast majority of gender based violence is perpetrated by men on women and girls; however we also recognise that men can also experience domestic violence and sexual violence.

1.7 Violence against women and girls brings together 8 strands of policy under the one umbrella term. These are:

- Domestic violence
- Sexual violence, abuse and exploitation
- Stalking
- Trafficking and forced prostitution
- Sexual harassment and bullying
- Female genital mutilation (FGM)
- Forced marriage
- Crimes committed in the name of “honour”.

1.8 The Waltham Forest VAWG Strategy 2014-2017 focuses on the following four themes:

- **Coordination of response**: Ensuring that the coordinated community response to VAWG is developed, implemented and is effective locally;
- **Prevention and early intervention**: Changing attitudes and preventing violence, awareness raising campaigns, safeguarding and educating children and young people, early identification and training for professionals and practitioners;
- **Provision of services**: Helping those who experience VAWG recover and continue with their lives by provision of effective and high quality support services, emergency and acute services, refuges and safe accommodation; crisis intervention and advocacy and longer term therapeutic support;
- **Protection**: Delivering a diverse response to hold perpetrators accountable for their behaviour through the operation of an effective criminal justice system.

---

³ Launched on 25th November 2013, at Leyton Orient ‘Matchroom’ Football Stadium to coincide with 'International Day for the Elimination of Violence against Women, and the White Ribbon Campaign
(investigation, prosecution, victim support and protection), community and court perpetrator programmes, support victims using civil remedies and the use of multi-agency arrangements such as integrated offender management, multi-agency risk assessment conference and multi-agency public protection arrangements.

1.9 This tender process is a primary mechanism for delivering the fourth strand of our strategy and a major component of our approach to protect victims.

2.0 Commissioning intentions

2.1 The commissioning intentions overall are for a system of interrelated provision that addresses fragmentation between victim and perpetrator services and which offers tailored and personalised provision that fits socially and culturally with the diverse demographics of the population of families affected by DVA and other forms of VAWG. Specialist VAWG provision commissioned through this tender process will work in an integrated way with other specialist provision where victims and/or perpetrators have complex issues including problem substance use and mental health. This provision will also link with a wider network of universal and community provision and ensure mobilisation of social capital.

2.2 The victim and the perpetrators provision will be separate but it is essential that whoever is dealing with each understands that the relationship between them must be clear. In particular the whole of the commission needs to enable an integrated approach to working with the whole family whether or not family preservation is the desired outcome. This will enable increased safety for victims through managed, virtual whole family working.

2.3 We recognise and acknowledge that men and boys may experience: domestic violence/sexual violence/stalking/forced marriage/crimes said to be committed in the so-called name of ‘honour’ and prostitution. Therefore there is a requirement that the VAWG commissioned model also provides an appropriate support service where the victim is male.

3.0 NEEDS

3.1 According to the Crime Survey, England and Wales (CSEW) 7.1% of women and 4.4% of men reported having been a victim of domestic violence in 2013. On that basis we estimate that a total of 12,218 people were victims of domestic violence in the borough last year: 7,566 female victims, and 4,652 male victims. That would mean that the expected gender split was 62:38, female victims: male victims. Demand is expected to rise as the population increases.

3.2 Waltham Forest has one of the highest rates of reported domestic violence in London. Nationally, domestic violence accounts for approximately 29% of violent crime. In Waltham Forest that proportion is 41%.

3.3 A total of 2,019 individuals reported a total of 2,252 domestic violence crimes to the Police in 2013/14. Of those 76% (1534) were women and 26% (525) were men.
3.4 Of those that reported DV crimes to the police 1,782 reported once only, and 237 people reported twice or more. This indicates a repeat victimisation rate of 10.5%.

3.5 Of the 1,782 single reporters of DV crimes, 1,335 (75%) were female and 447 (25%) were male. Of the 237 multiple reporters, 199 (84%) were female and 38 (16%) were male.

3.6 Our MARAC discussed 267 high-risk cases in 2013/14 and all victims were female. This represents approximately 25 cases per 10,000 adult female population, which is slightly above the London average and in line with the national average, but below the CAADA recommendation of 40 cases per 10,000 adult females. Approximately 9% of cases involved a victim with a disability, which is above the regional (6%) and national (3%) benchmarks. There was just 1 case involving an LGBT victim, which is below the London average of 1%.

3.7 The IDVA service received 1548 referrals in 2013/14. Gender was recorded in 1447 cases and, of those, only 88 referrals were for male victims.

3.8 Just as the gender balance varies across different cohorts of victim, so does the ethnicity:

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Borough profile</th>
<th>Single Reports</th>
<th>Multiple Reports</th>
<th>IDVA Service</th>
<th>MARAC</th>
<th>Child Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>White (inc A10)</td>
<td>52%</td>
<td>50%</td>
<td>61%</td>
<td>46%</td>
<td>54%</td>
<td>34%</td>
</tr>
<tr>
<td>Black</td>
<td>20%</td>
<td>26%</td>
<td>22%</td>
<td>24%</td>
<td>23%</td>
<td>33%</td>
</tr>
<tr>
<td>Asian</td>
<td>21%</td>
<td>18%</td>
<td>16%</td>
<td>20%</td>
<td>21%</td>
<td>28%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>6%</td>
<td>1%</td>
<td>4%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>A10</td>
<td>9%</td>
<td>15%</td>
<td>20%</td>
<td>N/A</td>
<td>9%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

3.9 The age profile of victims reporting domestic violence crimes to the Police varies by ethnicity and gender. The profile of male victims across ethnicities is broadly similar. The profile for white black and asian women is slightly different with concentrations of reporting seen amongst:
- White women aged 20-39;
- Black women aged 20-29; and
- Asian women aged 20-34.

3.10 Former partners perpetrated more than 1 in 4 domestic violence crimes reported to the Police. This is replicated broadly in IDVA service user data where the figure was more than 1 in 5.

3.11 It is estimated that 66% of victims have children living in or visiting in the home where domestic abuse is taking place. On average it takes victims with children one year longer to access support than those without children. The needs of children are often overlooked in order to focus on women, resulting in significant service gaps.
3.12 Domestic violence is the most cited risk factor in Waltham Forest’s Children Social Care risk assessments and is a leading cause of child protection proceedings and children being taken into care. There were 327 children involved in the 267 MARAC cases under discussion and according to our Police data at least 150 children witnessed domestic violence crimes during 2013/14.

3.13 The valuable contribution of perpetrator-focused interventions, aimed at behaviour change, is wholly recognised. There is a need for appropriate interventions that take account of individuals’ differing levels of readiness to change.

4.0 SERVICE PROVISION REQUIREMENTS

The Contractor(s) shall during the Term deliver the following provision:

4.1 Perpetrator Interventions

Delivering services to hold perpetrators accountable for their behaviour and to prevent future offending behaviour, including working with perpetrators who present different levels of insight and readiness to change

- Provision of assessment of the perpetrator, including readiness for engagement and openness to behaviour change, and co-production of brief service plan with service user
- Provision of services to achieve outcomes stated in Section 6 below, informed by the perpetrator assessment, at different levels of intensity:

<table>
<thead>
<tr>
<th>Level</th>
<th>Outcomes</th>
<th>Illustrative nature of intervention</th>
</tr>
</thead>
</table>
| Level 3 | • Behaviour change   
          • Accountability for impact of abusive behavior | Formal group work or 1:1 programme                        |
| Level 2 | • Perpetrator recognizes need to change            | Motivational enhancement                                 |
| Level 1 | • Broader needs relating to incident of DV are better met | Information, advice, signposting, referral               |

- There is an expectation that even where an individual is assessed as not suitable for behaviour change interventions, attempts will be made to provide appropriate services at level 2 or level 1.
- Tracking impact of interventions, as appropriate to the level of the intervention, in line with the outcomes stated in Section 6
- Close collaboration with IDVA working with the partner and/or the children of the perpetrator in order to achieve a ‘whole family’ approach
- Referral to Early Help services where appropriate (i.e. as a Level 1 intervention where there are children in the household affected by DV and where no specialist DV perpetrator response is required)
Appendix 2

- Brokering access for the perpetrator to practical social support where required, for example, housing, welfare benefits, substance misuse, mental health, and legal advice where appropriate.
- Ensuring work is carried out to re-engage perpetrators who have dropped out of a programme or who are at risk of dropping out
- Ensuring that the allocation and programme make up takes into account issues of sexual orientation, ethnicity and presenting problems.
- Working with perpetrators in a same sex relationship.
- Working with perpetrators where English is not a first language.
- Collecting and submitting data as requested by the Waltham Forest Council.
- Preparing reports for case conferences and review meetings as needed.
- Raising awareness of the service and promotion among partner organisations in Waltham Forest (e.g. Children’s Social Care)

5.0 ELIGIBILITY CRITERIA AND REFERRALS

5.1 Waltham Forest will define the eligibility criteria for the perpetrators’ service. The specifics will be agreed with the appointed contractor but in the main eligibility will be defined by nature of being a non court-mandated perpetrator of the appropriate crime type. The awareness raising/training element of the service will be available to all the relevant groups.

5.2 The Contractor shall ensure that the Services is available to all perpetrators of VAWG who are resident in Waltham Forest, and also to those to whom Waltham Forest have an ongoing duty of care to residents that are outside the Borough. Perpetrators may be assessed as being as Standard, Medium or High risk by IDVAs.

5.3 The Contractors shall provide the Service to perpetrators regardless of whether they remain in a violent relationship, are in a relationship which is ending or have already left the violent relationship.

5.4 The Contractor shall provide the Service to individuals identifying as transgender. The Contractor shall also be aware of other LGB&T services that may be appropriate to refer the Service User to, as appropriate. Service location for all individuals should be based on risk and needs assessments

5.5 The Contractor shall refer Service Users who do not meet the referral criteria, including those living outside of the borough of Waltham Forest to appropriate services within their own borough. This should be completed in a timely manner.

5.6 Referrals to the perpetrators’ provision will be accepted from the following sources:
- referrals by any statutory, community based or voluntary sector agencies and the IDVA service
- self-referrals
- referrals from family members and/or friend
5.7 The Contractor shall accept referrals to the Service by telephone, letter, fax, e-mail and in person.

5.8 In order to ensure that the service is responsive to the needs of service users and Waltham Forest residents, there may be a need to review the eligibility criteria during the course of the contract. This review will be undertaken by the Waltham Forest Council with input from the contractor.

5.9 The contractor will be required to keep levels of capacity under constant review. Any inability to meet the demand placed on the service within the specified cost envelope should be raised with commissioners at the earliest possible opportunity.

6.0 OUTCOMES

The outcomes relating to community perpetrator services awarded with this tender are as follows:

- Perpetrators stop using physical and sexual violence,
- Perpetrators cease use of coercion, control and other forms of abuse
- Perpetrators understand nature and drivers of their abusive behaviour, and take responsibility for the abuse and its impact, both on victim and on children
- Perpetrators learn how to behave in non-abusive intimate relationships
- Perpetrators recognise need to change their behaviour and express desire to change and cease violent behaviour

More broadly, along with other aspects of VAWG provision, the Contractor is expected to contribute to the achievement of the following outcomes:

- Reducing male violence against women and girls and reducing domestic violence and abuse
- Increased reporting/identification of VAWG
- Improved safety for victims of and their children
- Improved emotional and physical health of victims
- Improved behaviour and attendance at school by children of victims
- Homelessness prevented and access to housing increased
- Family preservation/managed separation as appropriate
- Improved relationships/end of relationships
- Reduced need for statutory intervention in the form of child protection and use of temporary housing and associated costs
- Increased likelihood of employment
- Increased independence (social and financial)
- Improved self-esteem of victims
- Prevention of forced marriage

The key principles underlying the delivery are:

- An integrated service
- Reduced fragmentation
Appendix 2

- Whole family working, where appropriate
- Accessibility to services including for men and boys

7.0 SERVICE PROVISION ACCESS

The Contractor shall develop and implement a single point of access referral route into the service, which is available during office hours for referring agencies. This will include a VAWG telephone helpline and a VAWG central referral email address. All new referrals will be made via the one centralised route.

The Contractor shall promote the Service through the production of relevant literature, and also through outreach work amongst hard-to-hear/hard-to reach diverse communities.

The Contractor shall promote the Service to relevant partner agencies and stakeholders, which will include, but is not limited to, delivering briefings and presentations to statutory, community and voluntary agencies on a regular basis.

The Contractor shall ensure that the Service is accessible to all in specific communities who may not traditionally present to mainstream services, for example Lesbian, Gay, Bi-sexual and Transgender (LGB&T); Black, Asian, Minority Ethnic and Refugee (BAMER) communities, homeless/rough sleepers, women with substance misuse and/or mental health issues. Drug and alcohol use will not preclude individuals from utilising the service.

The Contractor shall have in place an equalities policy and adhere to all relevant Legislation, in line with the Waltham Forest Council’s equalities strategy.

The Contractor shall put in place relevant measures to improve access for those who may otherwise find it difficult to access the Service. The Contractor shall ensure that the Service is accessible to all Service Users and shall where necessary provide additional services, such as translation and interpreting for case work purposes, to ensure access to the Service. Where translation and interpreting services are provided/commissioned the Contractor shall ensure that these operate in line with national guidelines for ensuring the safety of victims of domestic violence, especially concerning provision of services to victims of Honour Based Violence (HBV) and forced marriage (FM).

The Contractor will ensure information about the service is available in a variety of formats, including leaflets and posters displayed in appropriate locations i.e. GP surgeries at the onset of the VAWG service start date.

The Contractor will also develop a public facing website within the first three months of operation.

8.0 LOCATION AND PREMISES

The Contractor will be responsible for identifying suitable premises for the delivery of services. Limited accommodation may be available from Waltham Forest Council for client-facing work only.
Buildings used, their decoration and furnishings must be appropriate and provide a welcoming environment.

9.0 INFORMATION SHARING


The Contractor shall abide by the terms of the Waltham Forest Council’s overarching Information Sharing Protocol. The Overarching Information Sharing Protocol, applies to all our public, voluntary and independent partners.

The Contractor will ensure that all staff are equipped with secure email service e.g. CJSM, in order to communicate securely with partners where appropriate.

In the event of a domestic violence homicide taking place in Waltham Forest and a Domestic Violence Homicide Review (DVHR) being initiated on behalf of SafetyNet Community Safety Partnership, as per DHR statutory requirements, the Contractor will fully comply with the DVHR review requirements. This will include contributing to information sharing to the review process where a Service User has had contact with the VAWG service.

10.0 PARTNERSHIP WORKING

The Contractor will play an important role in supporting Waltham Forest to deliver a co-ordinated community response to VAWG.

There will be a requirement that the Contractor attends and contributes to appropriate multi agency meetings and arrangements, which will include but is not limited to the Waltham Forest VAWG Delivery Group, Waltham Forest MARAC, Reducing Victimisation Programme Board.

The Contractor shall develop links with a wide range of services to support Service Users to access the range of services they may need to access outside of the VAWG provision.

Waltham Forest Council has existing relationships with these providers and will support the Contractor in building further relationships if required.

These services will be those delivered in Waltham Forest, London wide and nationally. This will include, but will not be limited to, the below:

- Substance misuse treatment services
- Mental health services
- Registered Social Landlords
- Housing Options service
- Children and Young Peoples Services incl. social care, inclusion and standards and schools
- Health services
Appendix 2

- Criminal Justice Agencies
- East London Rape Crisis Centres
- Immigration services
- LGB&T support services
- Voluntary and Community support services
- Forced Marriage Unit

11.0 STAFFING AND ORGANISATION

The Contractor shall have effective systems in place to provide ongoing support, supervision and training to staff and volunteers providing the Service.

The Contractor shall have in place effective disciplinary procedures for staff and volunteers.

The Contractor shall employ staff that are appropriately qualified, competent, skilled and experienced for the provision of the Service. The Contractor shall ensure that all staff are properly instructed and supervised, ensuring arrangements are in place for external supervision of staff where required.

Staff shall have experience working within a VAWG/DV service, and we would recommend that this is a minimum of 2 years.

All staff employed by the Contractor shall work to good practice principles for working with perpetrators of VAWG. The Contractor may have recognised national accreditation in relation to their work with perpetrators work i.e. Respect

The Contractor shall have recognised national accreditation in relation to any Counselling work i.e. BACP

The Contractor shall assess and address the ongoing training needs of staff.

In order to meet the broad range of needs of VAWG Service Users and ensure effective advice and signposting, the Contractor shall ensure that there is a range of specialist knowledge and skills within the provision of the Service. As a minimum, the Contractor shall ensure that all front line staff are suitably trained in the following areas:
- Sexual violence advocacy
- Domestic violence advocacy
- Female Genital Mutilation (FGM)
- Stalking
- Prostitution
- Trafficking for sexual exploitation
- Forced marriage
- So called “honour” based violence (HBV)
- Alcohol and substance misuse
- Mental health and VAWG
- Young people/adolescent violence
- VAWG in LGBT communities
• Safeguarding children (WFSCB training)
• Safeguarding adults (LBWF training)
• Equality and diversity

The Contractor shall ensure that all staff and volunteers are checked and cleared by the Criminal Records Bureau at the enhanced level prior to employment. The Contractor shall also require from applicants a declaration of convictions that would otherwise be spent under the rehabilitation of Offenders Act 1975. Individuals will be able to attend the centre pending clearance based on a risk assessment.

The Contractor shall ensure that any volunteer working within the Service is adequately vetted, trained, supervised and supported.

The Contractor shall ensure that at all times there is sufficient staff to deliver the Service including without limitation cover for holidays, sickness or other absence.

12.0 WORK WITH SERVICE USERS

Service Users will be central to the delivery of the VAWG service.

Waltham Forest Council is committed to ensuring that users of VAWG services have a central role in the design and delivery of the local services that they receive. In order to support this, the Contractor shall provide Service Users with an opportunity to shape future Service provision.

The Contractor shall aim to consult Service Users regularly on the quality of service they receive and actively encourage Service Users to suggest improvements to the Service and/or alternative ways of working as appropriate.

The Contractor shall ensure that any complaints from Service Users regarding services provided in Waltham Forest are passed on to the relevant service manager as soon as practicable and that feedback is provided to Service Users on the outcome of their complaints.

The Contractor shall have a procedure in place for dealing with complaints from Service Users and shall inform the Authorised Officers as soon as practicable in the event of any complaint about the Service being provided.

There will be a requirement that service user feedback is completed as an ongoing process with all perpetrators accessing the service in order to develop and improve service delivery.

13.0 SERVICE STANDARDS

All services users who have been referred to the perpetrators’ provision should be contacted in a timely manner, such that the risk of disengagement is minimised. The assessment of perpetrators and subsequent provision of interventions should follow suitably swiftly and will be an element of contract monitoring.
Where a servicer user is not offered an assessment or service provision, full reasons for this refusal will be fed back to the referring agency (or individual in the case of self-referrals).

Following the needs assessment the Contractor shall produce a service plan for each Service Users outlining the outcomes to be achieved for the individual perpetrator, and the interventions that will be undertaken to support the perpetrator in achieving those outcomes. The plan should be completed in partnership with the Service User.

In relation to safeguarding concerns the Contractor should contact CYPS social care referral and assessment team and follow the London Child Protection Procedures as a priority. In assessing the needs of known children, the Contractor will use the Early Help Assessment and make referrals to appropriate services as required.

The Contractor shall provide a consistent level of service to all Service Users that meet the eligibility criteria set out in this Specification.

The Contractor shall comply with relevant standards for the sharing of information, including the Data Protection Act 1998, and have in place policies for the sharing and handling of personal information. In particular the Contractor shall ensure that:

- All information relating to Service Users is kept in a secure environment
- All information sharing is undertaken in accordance with the principles of the Data Protection Act 1998.

The Contractor will have recording systems in place to ‘tag and flag’ repeat victims of VAWG.

The Contractor will record details of assessment, interventions and outcomes on the Council’s case management system, Framework i. Necessary training will be provided by the Council.

The service must signpost service users to other statutory, voluntary and independent sector services as necessary to resolve other issues that cannot be addressed by the service.

The service must offer service users a range of advice options, including advice at the agency office, advice in other premises, where appropriate, and telephone advice.

The service should contribute to raising awareness about VAWG in Waltham Forest and should provide presentations on their role and the role of the VAWG ‘one stop shop’ as and when required.

**14.0 PERFORMANCE INDICATORS**

The exact performance measurements and outcomes for the service will be negotiated with the successful contractor during the post award period depending on the model of service delivery provided. These performance indicators will, however, relate as a minimum requirement to:
Appendix 2

- **Activity** (i.e. numbers of referrals, assessments, service users engaged at different levels of provision)
- **Quality** (i.e. attendance at planned interventions by perpetrators, adherence to service standards outlined in this document)
- **Impact** (i.e. achievement of outcomes specified in this document)
- **Case studies** (a balance of those with successful interventions and those where interventions have not been completed or were not successful, with analytical commentary)

The Contractor will support Waltham Forest in achieving the key outcome measures as detailed in the Waltham Forest’s VAWG strategic mission statement and action plan.

Waltham Forest are committed to working with the Contractor in identifying timescales and service specific outcomes and performance indicators for the Service and Service Users that are both achievable and measurable at the beginning of each contractual year. These indicators will be negotiated and agreed as part of the Contract agreement.

There will be a requirement that an exit interview or equivalent is completed with all service users at which point service users should be asked whether the intervention has led to a suitable reduction in harmful and abusive behaviour. This must be triangulated with the testimony of the victim in the relationship. This indicator will be monitored as part of the VAWG performance outcome monitoring.

**15.0 CONTRACT MONITORING**

The Contractor shall provide a quarterly monitoring report to Waltham Forest Council within 7 days of the end of the quarter, detailing all agreed aspects of Service performance. The format and exact contents of this report will be agreed between the Contractor and the Authorised Officer(s) at the commencement of the Contract.

Quarterly meetings will be held between the Authorised Officers and the Contract Manager to discuss quarterly performance and any other Service issues which arise. The Contractor shall inform the Authorised Officer(s) of any material problems with the provision of the Service immediately and shall not wait for these quarterly meetings to do so.

For the first 6 months of the contract monthly meetings will be held between the Authorised Officers and the Contract Manager to discuss the establishment of the service and any initial performance issues.

The Contractor consents to the Authorities organising and conducting any other Service evaluation as required, including without limitation “mystery shopper” exercises and service user research.

On a quarterly basis the Contractor shall report on the identified key performance indicators, as agreed as part of contract negotiations.
On a quarterly basis the Contractor shall report on any complaints that have been received and on the process taken to respond and resolve to said complaints.

Waltham Forest are committed to working with the Contractor in identifying timescales and specific outcomes for the Service and Service Users that are both achievable and measurable at the beginning of each contractual year. Reporting against these performance measures will then take place on a quarterly basis.

The Authorised Officers will oversee the reporting requirements within the Contract arrangements.

The Authorised Officers will identify any concerns to the Contractor’s performance of the Service at each quarterly meeting and will agree an action plan with the Contract Manager requiring the Contractor to remedy any problems identified.

The Contractor shall also:
- Monitor Service implementation, performance and barriers to delivery and report to the Authorities on a quarterly basis
- Provide quarterly financial monitoring information and provide additional updates as and when required by the Authorities
- Attend relevant meetings concerned with the provision of the Service as may be requested by the Authorised Officers.

The service is delivered subject to the contract agreement with the London Borough of Waltham Forest. The contractor shall co-operate with any changes to the service requested as a result of contract monitoring.

16.0 PAYMENT

This contract will be awarded on a cost-and-volume basis. Spend on the contract will be monitored through contract monitoring procedures and will not exceed £50,000 per annum.

Where the service delivered amounts to a one-off intervention such as advice at Level 1, full payment will be made.

Where the service is delivered over a series of occasions, such as a programme of weekly sessions at Level 3, payments will be structured as follows:
- 50% payment for the completion of assessment and commencement of service
- 50% payment for the completion of 75% of planned work with the perpetrator.

16.0 CONTRACTOR’S POLICIES

The contractor will have a range of policies and procedures in place. These policies will be reviewed, and updated if required, on an annual basis. The policies and procedures will include:
Appendix 2

- Safeguarding children
- Safeguarding adults
- Perpetrators
- Substance Misuse
- Use of volunteers
- Equal opportunities
- Locality management
- VAWG policy that addresses the situation of employees as victims and/or perpetrators
- Health and safety policies including policies on lone working, supervision and emotional/clinical supervision for staff, risk assessment and workplace violence.
- Absence policy

17.0 SAFEGUARDING

In relation to working with children and young people, and safeguarding children, the Contractor will adhere to the pan London Safeguarding Children Procedures.

The Contractor will also provide the following in line with section 11 requirements of the Children Act 2004:

- Senior management commitment to the importance of safeguarding and promoting children's welfare
- A clear statement of the agency's responsibilities towards children, available for all staff
- A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children
- Service development that takes account of the need to safeguard and promote welfare, and is informed, where appropriate, by the views of children and families
- Training on safeguarding and promoting the welfare of children for all staff working with, or in contact with, children and families (this training is provided by the Lambeth Safeguarding Children’s Board)
- Safe recruitment procedures
- Effective inter-agency working to safeguard and promote the welfare of children, which will include a procedure in relation to referring safeguarding concerns to Children and Young People’s Service social care
- Effective information sharing, which will include attending Child Protection conferences as and when requested and required

In relation to work with vulnerable adults the Contractor will adhere to the London Safeguarding Adults’ Procedures, The Contractor will:

- have a clear senior management commitment to the importance of safeguarding and promoting vulnerable adults welfare
- A clear policy, which outlines staff responsibilities and referral processes
- Ensure staff have attended local safeguarding adult training
• Co-operate fully with safeguarding adult investigations

18. STRATEGIC CONTEXT

*National and regional*: Mayoral Strategy on Violence Against Women and Girls 2013-17

*Local*: Waltham Forest Violence Against Women and Girls strategy