



# Model Tender Document

This document is a guide to essential components in designing a tender for services for survivors of violence against women and girls (VAWG) and is intended to be read in conjunction with:

- ▶ Home Office (March 2014) A Call to End Violence Against Women and Girls: Action Plan 2014
- ▶ The National Quality Framework: Background and Context
- ▶ On Track: Women's Paths to Safety
- ▶ Women's Aid Federation of England National Service Standards
- ▶ Imkaan Accredited Quality Standards
- ▶ Rape Crisis England & Wales National Service Standards
- ▶ 20 Questions for Commissioners of Services for Women Experiencing and Escaping Violence
- ▶ Developing a Local Violence Against Women and Girls Commissioning Strategy

## This document provides guidance on:

1. Developing a violence against women and girls strategy
2. Essential service specification
3. Service user outcomes
4. Tender questions

## Context for the tender: violence against women and girls strategy

The tender specification and bid application form are the final stage of the commissioning process and will be preceded by a period of research and consultation on national policy direction and local identification of the needs of women and children survivors of violence and abuse. This will lead to the formation of a local strategy on violence against women and girls, or domestic and sexual violence.

The tender specification will arise from and refer to the local strategy and will commission services to deliver the service user outcomes specified in the strategy. Effective service provision is embedded in the local situation and guided by a local strategy. Please refer to the document, 'Developing a Local Violence Against Women and Girls Commissioning Strategy'.



## 2

### Essential service specification

The commissioner/locality sets out the current model of service provision, reasons for going to tender and the rationale for the changes they want to make, including the benefits to service users and communities, improved effectiveness, ability to evidence impact, etc. of the new model proposed.

**The National Service Standards of Imkaan, Women's Aid and Rape Crisis England and Wales enable the commissioner/locality to outline the standard of service provision they expect, covering the areas of:**

- ▶ Safety, security and dignity
- ▶ Rights and access
- ▶ Physical and emotional health
- ▶ Stability, resilience and autonomy
- ▶ Children and young people
- ▶ Prevention
- ▶ Leadership and accountability

**The description of what will be commissioned is likely to include some of the following, which will include provision delivered by and for BME women:**

- ▶ Refuge
- ▶ Helpline
- ▶ Outreach/floating support, community based advice services
- ▶ Resettlement support service
- ▶ Sexual violence support service
- ▶ Children and young people's service
- ▶ Specialist service for survivors of domestic abuse dependent on drugs or alcohol
- ▶ Specialist services for survivors with complex mental health needs
- ▶ Specialist services for survivors with limited or no English language or literacy skills
- ▶ Therapeutic group work with adult survivors
- ▶ Therapeutic group work with children and young people
- ▶ Volunteering/employment project supporting service users to move into voluntary work, training and employment
- ▶ Childhood sexual abuse support/counselling service
- ▶ Domestic violence counselling service
- ▶ User led support group



The service specification also sets out the requirements with which the provider must comply in the provision of the services to service users. It will include details of the nature of the service(s) to be commissioned and should be read in conjunction with terms and conditions and other schedules. Any favourable position towards consortium bids is outlined here. Any favourable position towards services that are accredited and/or validated by their national professional bodies can also be outlined here.

The commissioner/locality outlines the service user outcomes they would like the service providers to evidence in their track record and to describe how they will achieve and measure in the new contract.

## 3 Service user outcomes

'On Track: Women's Paths to Safety' provides a comprehensive set of outcomes, grouped under five domains, that survivors have identified as key outcomes they want and need from service providers. It is important to note that not all services will be delivering on all outcomes. A helpline will only be able to evidence one or two of these outcomes where a refuge is able to demonstrate more. The commissioner can ensure realistic application of outcomes to services through consultation with providers and service users.

### SAFETY

**Objective:** Women and children's rights to safety and justice are upheld.

Key Outcomes:

- ▶ Survivors<sup>1</sup> are safer and better resourced to remain safe.
- ▶ Survivors have increased access to justice.
- ▶ Survivors retain/regain sense of autonomy and control.
- ▶ Survivors have strong and resilient support networks.
- ▶ Survivors believe they can live free from violence.



**HEALTH**

**STABILITY,  
RESILIENCE AND  
AUTONOMY**

**CHILDREN**

**PREVENTION**

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<sup>1</sup> Unless otherwise written, 'survivor' refers to adult survivors



## HEALTH

**Objective:** Women and children's rights to the highest attainable standards of physical, sexual, reproductive and mental health are upheld.

Key Outcomes:

- ▶ Survivors develop increased resilience and resources to prevent further experiences of violence.
- ▶ Survivors have improved mental and emotional health and resources to maintain good mental and emotional health.
- ▶ Survivors have improved physical health and resources to maintain good physical health.
- ▶ Survivors have improved sexual and reproductive health and resources to maintain good sexual and reproductive health.
- ▶ Survivors have enhanced sense of agency around sex and relationships.

## STABILITY, RESILIENCE AND AUTONOMY

**Objective:** The full development and advancement of women and girls.

Key Outcomes:

- ▶ Survivors are working towards regularising their immigration status.
- ▶ Survivors have increased financial stability and independence.
- ▶ Survivors have more stable accommodation.
- ▶ Survivors have increased access to education and employment support.
- ▶ Survivors have hope and goals for the future.

## CHILDREN

**Objective:** Children's rights to safety and family life are upheld.

Key Outcomes:

- ▶ Child survivors are safer and better resourced to remain safe.
- ▶ Adult survivors are better resourced around parenting.
- ▶ Adult and child survivors are reunited.



## PREVENTION

**Objective:** End violence against women and girls.

**Objective:** Women and girls' voices are heard.

Key Outcomes:

- ▶ Improved awareness and response from cross sector professionals around violence against women and girls.
- ▶ Children and young people are better educated around healthy relationships and ethics in sexual relationships.
- ▶ Schools and employers have improved ending VAWG strategies.
- ▶ Increased platform for women and girls to address root causes of VAWG.
- ▶ Increased ability of agencies to identify and respond to emerging survivor needs.
- ▶ Children and young people have a deeper understanding of issues around power and control in relationships and society.

### Tender questions

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Following basic questions profiling the applicant, the core tender questions will be scored and weighted in accordance with the commissioner/locality's priorities.

A suggested weighting is 20:80 ratio of cost to service quality. The breakdown might be as follows:

Sub Categories	Weightings
<b>Identification of survivor need</b>	7%
<b>Your organisation</b>	15%
<b>Service delivery</b>	20%
<b>Equality, diversity and inclusion</b>	8%
<b>Safeguarding</b>	7%
<b>Monitoring and evaluation</b>	7%
<b>Service user involvement</b>	8%
<b>Added value</b>	8%
<b>Cost</b>	20%



## IDENTIFICATION OF SURVIVOR NEED

### Question 1

Who will your service address?

- ▶ What are the needs of the people you intend to address?
- ▶ How will your service meet these needs?

*Include references to research or evidence that you have used or conducted into the needs of the people you will be working with.*

### Question 1.2

- ▶ How will you ensure people will access your project from across the locality?
- ▶ What existing referral routes/contacts/experience with local networks in each area do you have?

## YOUR ORGANISATION

### Question 2

- ▶ How does your organisation meet all the service principles and ethos outlined below:
  - ▶ Track record of meeting local need
  - ▶ Evidence of added value/social return on investment
  - ▶ Quality partnership/collaborative work
  - ▶ A clear focus on equalities
  - ▶ Survivor-led organisations
  - ▶ An understanding of the gender dynamics of violence
  - ▶ Evident investment in staff and volunteers
  - ▶ Quality assurance measures/accreditations



## SERVICE DELIVERY

### Question 3.1

- ▶ Describe the activities that will be delivered by your project (the outputs) and how these are directly linked to the survivor outcomes listed in the service specification

Proposal to include:

- ▶ the service model;
- ▶ referral arrangements;
- ▶ strategy and plan with key milestones and timescales for implementation;
- ▶ staffing arrangements and support mechanisms for delivery of the outcomes, including how the service user outcomes will be embedded into needs assessment and support planning processes;
- ▶ how the service will effectively engage with and motivate survivors in identifying and working towards their (and their children's) identified outcomes.

Figures should be added (for example, numbers of people, sessions, hours, etc) and you should state if these are per month or per quarter (for example, 'The project will deliver 40 hours of advice to 20 young people at risk of homelessness per month.'

Include the unit cost (number of outputs divided by the total funding sought)<sup>2</sup>.

### Question 3.2

- ▶ How will the service you propose engage within the locality and partner with other providers to best meet survivor needs?
- ▶ How will the service work with other agencies to ensure needs are met out of hours?

Proposals should outline:

- ▶ the service solution to supporting access to emergency accommodation and supporting survivors to remain safely in their own home where possible and chosen;
- ▶ where relevant, how the service will access school/nursery provision within the locality;
- ▶ how the service will link in to local training/education and employment;
- ▶ knowledge of geographic/demographic challenges within the locality and how these will be met – e.g. travel/transport issues;
- ▶ community and cultural specific requirements;

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<sup>2</sup> There are a number of complexities of unit costing for BME services and commissioners are encouraged to contact Imkaan directly for assistance with unit costing.

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- ▶ how floating support will be delivered;
- ▶ how the service will support partners in their work with mental health, substance misuse, identified vulnerable young people, and prevention work in education and community settings;
- ▶ links to Multi-Agency Risk Assessment Conferences (MARACs);
- ▶ links to locally defined Safeguarding Hubs;
- ▶ work and experience with local court;
- ▶ understanding of Domestic Homicide Reviews and local action plans for improvements.

### **Question 3.3**

- ▶ What is your organisation's record of delivering services to this client group?
- ▶ What experience do you have locally?

### **Question 3.4**

- ▶ What is your organisation's record of delivering similar activities and achievements?

*Proposals should outline recent (within the last three years) experience of successfully delivering a project of a similar scale and nature including:*

- ▶ the nature of services provided;
- ▶ the dates of the provision;
- ▶ the average numbers of service users involved;
- ▶ the value of the business;
- ▶ the location of the provision;
- ▶ the general profiles of the service users.

### **Question 3.5**

- ▶ Please set out how the project will be delivered over X years.

*Please include a project plan in the appendices that contain unit costs of the service you propose i.e. number of outputs divided by the total funding sought.*

- ▶ How will the project meet the specific requirements?
- ▶ How will you identify any risks or challenges in achieving this delivery?
- ▶ How will you mitigate these risks or challenges?

*Proposals should outline their health and safety policies and practice with regards to service delivery and buildings.*



### Question 3.6

- ▶ Please describe the staffing structure for the proposed project.

*Please include an organisational chart in the appendices.*

- ▶ What experience/ skills do staff have or need?
- ▶ How will staff be recruited and inducted?
- ▶ How will volunteers be recruited and retained?
- ▶ How will staff (paid and volunteers) be managed to deliver the project effectively?
- ▶ How will you ensure that staff are accountable to the governing body and what commitments will you be making to report achievements and issues to users, funders and management bodies?

## EQUALITY, DIVERSITY AND INCLUSION

### Question 4

- ▶ How will your project help the Locality meet its responsibilities under the Public Sector Duty outlined in the Equality Act 2010?
- ▶ Please include information specifically on access to/by disabled people and your strategy for reaching people with the other protected characteristics and women and children with limited English language skills..
- ▶ How will you know if the service is meeting the needs of people with protected characteristics?

*Proposals should include references to all protected characteristics.*

## SAFEGUARDING

### Question 5

- ▶ Describe your organisation's processes, policies and procedures for assessing and managing the Safeguarding of Children and Adults.
- ▶ How will you ensure your staff are all aware of these policies and procedures and act in accordance with them?

*Proposal should include references to multiagency approaches to safeguarding adults, children and staff and data protection policies and practice.*



## MONITORING AND EVALUATION

### Question 6.1

- ▶ How will you know that change has taken place?
- ▶ How will you measure the changes - what outcomes indicators will be used to measure change?

### Question 6.2

- ▶ How will you monitor and evaluate the project as a whole? What key questions will this address?
- ▶ How will you demonstrate the quality of your services? What accreditations or quality marks have you achieved/ are you working towards?
- ▶ How will you demonstrate improved outcomes through collaborative working with stakeholders and partners?
- ▶ How will stakeholders help shape the delivery of your project?

## SERVICE USER INVOLVEMENT

### Question 7.1

- ▶ How will you support clients to develop and sustain user led groups and activities including the promotion of volunteering and peer support?

### Question 7.2

- ▶ Do you have a written complaints policy and procedure?
- ▶ How will you ensure that clients are aware of it and empowered to use it effectively?
- ▶ How are service users informed about the impact of their input?
- ▶ How will lessons be learned?

*Proposal should include an example of how service user consultation has influenced service provision.*

### Question 7.3

- ▶ How will service users be supported to engage with policy making and service-development opportunities?



## ADDED VALUE

### Question 8

- ▶ What added value will your project bring to the local area?
- ▶ What partnerships will enhance the service delivery?
- ▶ If a consortium is applying, what will the supply chain be for delivering the contract?