

Overview of Project

1. Background

- 1.1 The purpose of this project is to collaborate with key funding partners across Kent and Medway to commission an integrated service, delivering a range of interventions to victims of domestic abuse and their children, as well as perpetrators of abuse.
- 1.2 The service will deliver a wide range of interventions on a Countywide basis to provide a holistic seamless support service to victims of domestic abuse and their families.
- 1.3 This service will utilise existing refuge accommodation across Kent, as well as a range of community based 'hubs' across the area.
- 1.4 The service will offer personalised and effective support to those affected by domestic abuse, bringing together a range of support interventions to deliver a clear pathway to independence and elimination of abuse for victims, perpetrators and their children.
- 1.5 Initial work on this project has been undertaken by a commissioning task and finish group formed of key commissioning members of the Kent and Medway Domestic Abuse Strategy Group (KMDASG) who have undertaken both a mapping exercise and a gap analysis to identify current provision and service gaps across Kent and Medway.
- 1.6 The group has involved all potential funders of the service in a consultation event to explore the possible scope of future service delivery, and potential models of delivery. Following on from these events, agreement from members of the task group has been received to proceed with a jointly commissioned, integrated solution to replace the current disparate arrangements for commissioning domestic abuse services.
- 1.7 This project has been identified as a key project, and has been accepted on the Portfolio Management Office approved project list.

Project Definition

2. Project Outcomes

- 2.1 Through working in partnership the aim of the project is to achieve the following outcomes:
 - 1.1.1. Improved levels of safety amongst victims, and reduction in instances of injury.
 - 1.1.2. Improved capacity to establish and maintain independent living.
 - 1.1.3. Well protected and supported children and parents
 - 1.1.4. A reduction in the need for interventions by Social Care, Primary Health Care and Criminal Justice services.
 - 1.1.5. A reduction in instances of domestic abuse and repeat domestic abuse.
 - 1.1.6. A reduction in homelessness/repeat homelessness and placement in temporary/ emergency accommodation amongst people at risk of Domestic Abuse in Kent.
 - 1.1.7. A promotion of wider choice in housing opportunities, with the ability to access and sustain suitable accommodation
 - 1.1.8. Through focusing on service capacity, quality, security and cost control, greater value for money is achieved from the available funding.

- 1.1.9. A more consistent and strategically planned and aligned service offer available to all residents of Kent and Medway through elimination of district based commissioning of services, and the resultant 'Postcode Lottery' of service availability.
- 1.1.10. This approach will introduce a 'no wrong door' approach, incorporating a single point of access and triage system to service provision to facilitate clarity of access arrangements and consistent assessment processes
- 1.1.11. This service will report against collaboratively agreed and consistent performance indicators and outcome measures to ensure a level playing field of reporting and reduce the administrative burden on service providers in reporting performance of service delivery.

3. Defined Method of Approach

3.1 The project team will act as a core working group. It will set out at a timetable to 1 July 2016 to include allocated tasks and named lead officers. Each lead officer will be responsible for delivering their allocated tasks to the defined timeline and quality. Where there are resource or other issues relating to the allocated tasks the lead officer will be responsible for reporting back to the project team in order that a solution can be identified.

3.2 The project team will meet weekly until 1 July 2016. It will then review the frequency of its meetings. Project team members will report progress to the Commissioning and Development Manager, and the Kent and Medway Domestic Abuse Strategy Group (KMDASG) Commissioning Task and Finish Group on a fortnightly basis.

3.3 Progress reports to the Task and Finish group and Commissioning & Development Manager will take the form of electronic updates on an 'as required' basis (at least fortnightly) in addition to a monthly update meeting.

3.4 Decisions relating to this project and the performance management of the contract, once awarded, will follow the internal governance routes of Kent County Council for senior management and member approval, as well as reporting to the KMDASG executive group.

4. Project Scope

- 4.1 Phase 1 of the project will deliver a strategy for the procurement of the Kent Integrated Domestic Abuse Service. The strategy will set out commissioning intentions, identify committed funding streams and partner agencies, and will incorporate a procurement plan. The target date for completion of the strategy is the 30 September 2015.
- 4.2 Phase 2 of the project is to implement the procurement plan. The target date for the opportunity to be published on the Kent Business Portal is the 15 December 2015.
- 4.3 The project timeline is challenging and requires early sign up by identified partners. In order to achieve targets to a good quality, the project would benefit from dedicated Procurement management.

5. Project Deliverables

- 5.1 By 30 November 2015:
 - 5.1.1 to gain funding commitment from partner agencies, thus identifying the scope of the service to be commissioned;
 - 5.1.2 to develop a draft service specification for the integrated domestic abuse service.
 - 5.1.2 to have in place a jointly agreed model of procurement, Invitation to Tender document, evaluation criteria, and signed Equality Impact Assessment.
- 5.2 By 10 January 2016:

5.2.1 to have undertaken a robust consultation exercise to incorporate the views of clients, Stakeholders, the supplier market and local communities;

5.2.2 to finalise the service specification in preparation for tender process.

5.3 By 15 January 2016:

5.3.1 to have published the opportunity on the Kent Business Portal, and opened for submission of tenders

5.4 By 1 April 2016:

5.2.1 to have procured a jointly commissioned service of excellent quality and value for money (as set out in the procurement plan); and

5.2.2 to ensure jointly agreed and administered processes are in place to monitor and evaluate the service.

5.5 1 July 2016:

5.5.1 to have undergone a successful transition and mobilisation period, with an effective new Service operational on 1 July 2016

6. **Constraints**

6.1 Initially there is limited capacity to deliver the project to time.

6.2 Phase 1 of the project must be completed before Phase 2 can begin. In order to achieve the required outcomes Phase 1 must be completed to a high quality.

6.3 The service must be in place by the 01 July 2016.

6.4 The complexity of a number of funding partners, and differing governance processes within commissioning partner agencies may cause delays, and may require a phased introduction of some elements of the service offer.

7. **Assumptions**

7.1 That landlords of existing refuge accommodation will engage in the process and commit use of properties by the new service provider;

7.2 Appropriate resources will be in place to complete the project tasks within the defined timeframe;

7.3 That Kent County Council will lead the commissioning and procurement process on behalf of the commissioning partnership.

8. **Interdependencies**

8.1 Continued partnership working across Directorates, County and District/Borough Councils.

9. **Acceptance Criteria**

9.1 Existing and potential service users have contributed to the service specification and tender evaluation.

9.2 Stakeholders have contributed to the strategy and the redesign of services.

9.3 Award of the contract is based on consistent, fair and transparent criteria and process.

9.4 Transition planning is implemented and problems arising resolved within agreed and acceptable timescales.

9.5 The new service is in place by the agreed deadline.

9.6 Initial monitoring data is sufficient and relevant to enable identification of any issues with the new service.

9.7 The procurement process is contract compliant.

Project Organisation Structure

10. Project Management Team Structure

Name	Role	Responsibility
Melanie Anthony	Commissioning and Development Manager	Service Lead
Emily Matthews	Commissioning Officer	Project Manager
Yozanne Pannell	Business Analyst	Project Officer
Ima Oresei	Procurement Officer	

Project Controls

11. The project will be endorsed by the Social Care, Health and Wellbeing Divisional Management Team (DivMT), Directorate Management Team (DMT) and Corporate Management Team (CMT)

12. The Project Manager will work with the Project Management Team to deliver the agreed project plan.

13. Significant exceptions will be reported to the Service Lead.

14. The project and its progress will be reported to the Service Lead.

15. The procurement plan will be reported to the Procurement Manager.

Project Plan – Timescale Milestones

Task	Milestone	End Date	Lead
1	Phase 1 – Consultation – Market engagement	15 November 2015	Commissioning Lead
2	Develop Business case/proposal including all key areas of Phase 1	25 September 2015	Commissioning Lead
3	Phase 2 – obtain authority	12 January 2016	Commissioning Lead
4	Ensure that the Business case/proposal is in the Forthcoming Executive Decisions	31 October 2015	Commissioning Lead
5	Present Business Case/proposal to Cabinet	3 December 2015	Commissioning Lead
6	Obtain Key decision from Cabinet	3 December 2015	Commissioning Lead
7	Develop Procurement plan from key aims in the Business Case/proposal	TBC	Procurement Lead
8	Ensure that Procurement plan is on the Agenda for Procurement board	TBC	Procurement Lead

9	Present Procurement plan to Procurement Board	TBC	Care Category Manager/ Commissioning
10	Obtain the go ahead from Procurement board to issue tender	TBC	
11	Finalise Specification/ evaluation criteria questions	15 December 2015	Commissioning Lead/Procurement Lead
12	Finalise tender documents	31 December 2015	Procurement Lead
13	Issue PQQ/tender	4 to 8 weeks this will depend on the dates agreed under task no 3 to 10 and the agreed procurement process included in the Procurement plan 4 to 8 weeks this will depend on the dates agreed under task no 3 to 10 and the agreed procurement process included in the Procurement plan	Procurement Lead
14	PQQ/tender deadline		Procurement Lead
15	PQQ/tender evaluation		Commissioning Lead/Procurement Lead
16	Award report		Procurement Lead
17	Award Report Sign Off	This will depend on whether Cabinet needs to authorise the award report or at task 3 to 6, Cabinet has delegated authority.	Commissioning Lead/Procurement Lead
18	Standstill period commence/end	This will depend on whether Cabinet needs to authorise the award report or at task 3 to 6, Cabinet has delegated authority.	
19	Award Contract	TBC and subject to steps 3-6 and 17-18	Procurement Lead
20	Contract Sign off	TBC and subject to steps 3-6 and 17-18	
21	Contract Mobilisation	TBC and subject to steps 3-6 and 17-18	Commissioning Lead/Procurement Lead
22	Contract Commences	TBC and subject to steps 3-6 and 17-18	Commissioning Lead

Quality Plan

16. Quality Expectation

- 16.1 The project team comprises representatives from key funding partners and Procurement. The project team will report to their respective senior management and broader partnerships. The overall progress and performance of the project will be reported to the Service Lead.
- 16.2 Phase 1 of the project will be co-ordinated and the project documents maintained by Strategic Commissioning.

17. Quality Activities

Ref	Activity	Responsibility	Resource Required
17.1	Excellent tender documents including outcome based service specification and monitoring and evaluation criteria.	Project Team	tbc.
17.2	Ensure that existing service users have a well planned transition to the newly commissioned service.	Support Provider Commissioned Services	tbc.
17.3	Ensure the quality and consistency of service provision during transition periods.	Commissioned Services	tbc.

Approval

The approval route for this project follows standard governance routes for the Social Care, Health and Wellbeing Directorate, which is as follows:

- Divisional Management Team
- Directorate Management Team
- Corporate Management Team
- Portfolio Management Office