

Domestic Violence and Abuse Support Services

2022 Commissioning Intentions

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Foreword

Foreword by Councillor Rachael Hunt, Cabinet Member for Communities

I am pleased to introduce South Gloucestershire Council's Domestic Violence and Abuse Commissioning Intentions document.

In South Gloucestershire, we do not tolerate domestic violence and abuse. As a council, we work tirelessly to prevent and reduce domestic violence and abuse. Working across departments and with partners, we provide a wide range of support services including safe accommodation, outreach services, telephone support, intervention with perpetrators, services for male survivors of domestic abuse and an increasing focus on children as victims in their own right. The Domestic Abuse Act 2021 has ensured that this issue is also now a high national priority.

Many different services, both statutory and voluntary, are in place to support families and individuals affected by domestic violence and abuse in South Gloucestershire. Together, these services make direct, successful interventions, working in very complicated and extremely sensitive circumstances, and often dealing with repeat offenders and cyclical cases.

Collaborative working is essential in domestic violence and abuse. A victim will usually require the support of more than one agency whether it is the police, accommodation providers, health agencies, wellbeing support and/or children's services. That is because domestic violence and abuse have various widespread consequences, which impact not only on the victim themselves, but also their families, especially children. It is imperative those services working to prevent and reduce domestic violence and abuse in South Gloucestershire, and support victims of abuse, do so closely with full collaboration and open communication with one another to ensure the best possible outcomes.

We want to continue working in partnership to provide the highest level of support possible. We will work together to strengthen our services and ensure we challenge ourselves and strive to continually improve. This means we need to evaluate and reflect on our provision, go above and beyond our statutory duties, learn from the latest research, and implement new strategies and programmes such as working with perpetrators to challenge their behaviour and ultimately, change.

Introduction

South Gloucestershire Council have begun the cycle of recommissioning Domestic Violence and Abuse (DVA) Services. This will include a range of Safe Accommodation options (Lot 1) and Specialist Domestic Abuse Services (Lot 2) with a single point of entry/referral.

This document will outline what the proposed delivery model is for these services. Any feedback received will be used to shape the invitation to tender/service specification for the re-procurement.

There is a 'Glossary of Terms' (Appendix 1) to explain the definitions of the terms we have used throughout this document.

The South Gloucestershire Joint Commissioning Group (JCG) will oversee this process and will be the accountable body (see Appendix 2 for the JCG Terms of Reference).

What is Domestic Abuse?

For the purpose of the commissioning intentions document and subsequent procurement, the definition of 'Domestic Abuse' from the Domestic Abuse Act 2021 (DA Act 2021) is as follows:

Behaviour of a person ("A") towards another person ("B") is "domestic abuse" if:

- A and B are each aged 16 or over and are personally connected to each other, and
- **The behaviour is abusive.**

Behaviour is "abusive" if it consists of any of the following:

- **Physical or sexual abuse.**
- **Violent or threatening behaviour.**
- **Controlling or coercive behaviour.**
- **Economic abuse (see subsection 4 of the DA Act 2021).**
- **Psychological, emotional or other abuse.**

See Appendix 3 for full definition and terms of the DA Act 2021.

Background

South Gloucestershire Council last commissioned services to support those affected by domestic violence and abuse in 2016/17, and at that time contracts were put in place for a period of three years and have since been extended. Additional funding from the Domestic Abuse Act 2021 has enabled the expansion of some aspects of service provision for those affected by domestic violence and abuse in South Gloucestershire.

South Gloucestershire Council intend to commission services that provide flexible, innovative and good quality support to victims of domestic violence and abuse. This will build on learning from the pandemic, and the information provided by the independent needs assessment commissioned and carried out in 2021, to ensure that there is a clear pathway that enables survivors to engage with the right support they need at the right time.

This commissioning strategy sets out proposals for the procurement of domestic violence and abuse services for South Gloucestershire and how they will seek to meet the objectives laid out in the South Gloucestershire Council Domestic violence and abuse strategy, 2022-24 (see Appendix 4).

Legislative Context

The Domestic Abuse Act 2021

The draft Domestic Abuse Bill achieved Royal Assent in April 2021 and is now enshrined in law as the Domestic Abuse Act ('the Act'). The Act is intended to improve the response to domestic abuse as follows:

- **Protect and support victims** – to enhance the safety of victims and the support they receive.
- **Transform the justice process** – to provide support to victims throughout the justice process and an effective response to perpetrators to end the cycle of abuse.
- **Improve performance** – to drive consistency and better performance in the response to domestic abuse.
- **Promote awareness** – put domestic abuse at the top of everybody's agenda.

The Domestic Abuse Act 2021 also positions children as direct victims in their own right for the first time. That means any reference within the Act to a victim of domestic abuse includes a reference to a child who sees, hears, or experiences the effects of the abuse (and is related to the victim or perpetrator).

The Act places a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other safe accommodation. It requires them to:

- Assess the need for accommodation-based domestic abuse support for all victims in their area, including those who require cross-border support.
- Develop and publish a strategy for the provision of such support to cover their locality, having regard to the needs assessment.
- Give effect to the strategy (through commissioning/de-commissioning decisions).
- Monitor and evaluate the effectiveness of the strategy.

The Domestic Abuse Act has funding attached to it, which is allocated to Local Authorities annually from the Department for Levelling Up, Housing and Communities (DLUHC).

Local Picture

South Gloucestershire Council alongside partners from both the public and voluntary, community and social enterprise sectors have invested significantly in safe accommodation and support services, and the needs of many survivors are being met in an appropriate way.

We estimate around 44,100 South Gloucestershire residents will have experienced domestic violence and abuse over their lifetime. On an annual basis, this equates to 13,410 individuals who experience domestic violence and abuse (both familial and intimate partner violence).

Domestic Abuse Needs Assessment

The independent Domestic Abuse Needs Assessment was carried out in 2021 by Davis and Associates in response to the Domestic Abuse Act 2021.

Below are the key areas identified in the Needs Assessment.

Accommodation

We need to consider a range of Safe Accommodation options to support victims/survivors:

- 53% of those who responded to the survey stated they did not want to leave their homes if they could be supported to remain in them safely, so we need to consider pathways and support that include measures such as target hardening opportunities, Sanctuary Schemes and flexible funding.
- If it is not possible for victims to remain in their own homes, then we need to consider a range of safe accommodation options. This could be:
 - Individual units within the community; in which case, the provider must ensure that clients are not isolated and receive peer support to aid their recovery, or
 - Shared refuge accommodation; in which case the provider must develop ways to ensure that this is as accessible as possible.
- If there are individuals for whom shared accommodation is not suitable, the provider must support them to access safe accommodation elsewhere/be accommodated safely elsewhere.
 - One option is to consider whether we want to provide specialist safe accommodation for specific groups of victims such as older adults, LGBTQ+ and those with disabilities.
 - Another option is to provide specialist support to those groups in more generic safe accommodation.

Specialist Domestic Abuse Support Services

Demand on services continues to be high post Covid-19 lockdown measures. Additional funding has enabled us to increase our Independent Domestic Violence Advisor (IDVA)

Outreach Services, but feedback from these services reflect that more services users have increased complexities of circumstance.

The survey carried out showed 89% of survivors wanted support with their mental health and 59% of survivors wanted support for their children's mental health. We need to consider how we can reflect this in future service provision, such as with specialist IDVA roles or co-location and learning from other health models such, as the IRIS model (see Glossary for definitions).

The survey also identified the need for support/advocacy from the legal/financial sector to ensure victims accessing specialist domestic violence and abuse support can receive a holistic offer.

Service Users

Older adults are underrepresented in safe accommodation, specialist support services and at MARAC (see Glossary), so recommendations in the Needs Assessment were for the South Gloucestershire Domestic Abuse Partnership to review the multi-agency training offer to all professionals to ensure it includes specific content around identifying and supporting older victims of domestic abuse, given the slightly higher population in South Gloucestershire compared to the general population.

Victims who were younger adults, those who identified as having a disability, those from the LGBTQ+ community and those from a range of BAME groups were also underrepresented in specialist services.

Through service user consultation and re-commissioning, we would welcome partnership bids to ensure that specialist 'by and for' services can collaborate to meet the needs of those service's users currently facing barriers to services.

We would like to consider partnering with other local authorities to provide specialist support to these underserved groups of domestic abuse victims.

Domestic Abuse Strategy – South Gloucestershire

The Domestic violence and abuse strategy 2022-2024 (Appendix 4) outlines how we will meet the challenges posed by domestic abuse in South Gloucestershire. It includes South Gloucestershire Council's strategic response to the statutory duties imposed by the Domestic Abuse Act 2021. As well as our support for victims, it also includes how we will work to reduce the level of, and harm caused by domestic violence and abuse within South Gloucestershire.

In response to the findings of the Needs Assessment our strategy will focus on achieving the following objectives over the next three years:

- Provide a range of appropriate Safe Accommodation options for all survivors of domestic abuse who need it.
- Improve support enabling survivors to return home safely or to move into alternative permanent accommodation more quickly.
- Early intervention to prevent homelessness caused by domestic abuse.
- Provide accessible and effective support services to help survivors.

- Improve communication and the confidence of survivors to report domestic abuse.
- Prevent domestic violence and abuse and reduce the level and harm caused through preventative activity, early intervention, and work with perpetrators.
- Improve how we work together and with partners.

Locally, domestic violence has been identified as a priority for several agencies and organisations, including the South Gloucestershire Safer and Stronger Communities Safety Partnership (SSCSP) and the Avon and Somerset Office for the Police and Crime Commissioner.

The Safer, Stronger Communities Strategic Partnership

The Safer Stronger Communities Strategic Partnership ('the Strategic Partnership') fulfils the statutory functions of a Community Safety Partnership (CSP), as set out in the Crime and Disorder Act 1998 and Police Reform Act 2002.

One of the statutory duties of a CSP is the production and delivery of a three-year Community Safety Plan, along with reviewing and monitoring its delivery.

As a result of the success of this approach, the Police and Crime Commissioner, and the Strategic Partnership agreed in March 2022 to similarly link the new Safer and Stronger South Gloucestershire Plan and the Police and Crime Plan. Further, both parties agreed that to maximise outcomes for the benefit of residents, that Plan should concentrate on a limited number of priorities.

Based on the harm caused, crime data and trends, those priorities were agreed as:

- Preventing sexual violence/violence against women and girls.
- Preventing domestic violence and abuse.
- Preventing hate crime.

The Council Plan

The Council Plan (Appendix 5) focuses on four key priorities:

- Creating the best start in life for our children and young people.
- Identifying and supporting those most in need and helping them to help themselves.
- Promoting sustainable, inclusive communities, infrastructure, and growth.
- Realising the full potential of our people and delivering value for money.

There are also two cross-cutting themes of:

- Addressing the climate emergency, and
- Reducing the inequality gap.

Clearly the need to tackle domestic abuse falls within these priorities and this commissioning intentions document supports the aims of the Council Plan outlined in Action Plan 11 of the document.

Model of Service Delivery

South Gloucestershire Joint Commissioning Group

The South Gloucestershire Joint Commissioning Group (JCG) will lead the review, re-design and re-commissioning of local authority funded domestic abuse services for South Gloucestershire. The JCG report into the Domestic Abuse Strategic Partnership (DASP), the Leadership Board for overseeing the provision of domestic abuse services and wider response to domestic abuse by South Gloucestershire Council. DASP follows-on from the previous Strategic Partnership, Partnership Against Domestic Abuse (or 'PADA') and was formalised in-line with the statutory duties from the DA Act 2021.

The JCG was formed in 2016 to take responsibility for the commissioning of domestic abuse services for South Gloucestershire residents on behalf of the Council and its partners.

The JCG is made-up of representatives from Strategic Safeguarding, Safer Stronger Communities, Integrated Children's Services, Public Health, Children and Young People's Commissioning, Bristol Public Health and the Domestic Violence and Abuse Service Officer.

The JCG is responsible for the managing and governance of the pooled budgets, making decisions on direct resourcing and commissioning services, ensuring these services meet the needs of service users within available budgets.

The JCG ensure that commissioned services complement existing services commissioned by other organisations for example: NHS England; the Office of the Police and Crime Commissioner; the Clinical Commissioning Group; Probation Services; and the National Lottery.

Once commissioned, the JCG monitors the effectiveness of services against qualitative and quantitative targets, including monitoring expenditure against commissioning agreements, based on feedback and reports.

Work to Date

The JCG in conjunction with the Domestic Abuse Strategic Partnership (DASP) have:

- Conducted a needs assessment/gap analysis on the current services as per the Domestic Abuse Act 2021 and reviewed the implications of the findings.
- Drafted a DVA Strategy including, but not limited to, the statutory duties for provision of safe accommodation, as described in the DA Act 2021.
- Carried out a public consultation on the draft DVA Strategy.
- Finalised and published the Domestic Abuse Strategy in January 2022.
- Begun work to consult with protected characteristic groups identified in the Needs Assessment as underrepresented in specialist services to inform on gaps in service provision.
- Considered the statutory requirements of the DA Act 2021.
- Reviewed the international, national, and local evidence.

- Considered the best commissioning and procurement approaches that are suitable for this important work.
- Reviewed how other local authorities and organisations are providing domestic abuse services to their population.
- A formal consultation will be carried out and there will be online consultation/market engagement events.

What Services we are Commissioning

South Gloucestershire Council is re-commissioning domestic violence and abuse services with a view to putting new contracts in place at the start of October 2023.

Our vision is to end the harm caused by domestic violence and abuse through effective prevention and early intervention, and to ensure the long-term safety of individuals and their children. We will commission excellent services which are effective, trauma-informed, and flexible, with a focus on equitable provision of support and care for those with the greatest need.

We are separating this commissioning into two lots:

Safe Accommodation (Lot 1)

South Gloucestershire Council currently commission 19 refuge spaces, of which there are the following types:

- Accommodation based support for victims with complex needs (2 spaces).
- Accommodation based support for male victims (2 spaces).
- Accommodation based support for single women and women and children (15 spaces).

We intend to commission a safe accommodation service that:

- Will include support for those affected by domestic abuse within a range of safe accommodation and include services for children and young people, services for equalities groups, men, and for those experiencing complex needs.
- Will provide a minimum of 19 safe accommodation spaces.
- We would like to consider a combination of shared and self-contained units to meet the needs of victims and expect this accommodation to be in South Gloucestershire.
- Will expect the successful provider to work with the Local Authority to develop and embed new housing-related projects, such as a Sanctuary Scheme (see Glossary).
- Will include robust pathways to ensure individuals in need are able to access and maximise benefit; this will include clear resettlement support that is based on individual needs.

Domestic Abuse Specialist Support Services (Lot 2)

SGC currently commission:

- Community-based services for those wishing to remain in their own homes.

- Outreach and resettlement work.
- Specialist services for children and young people.
- Specialist support for those with complex needs.
- Co-located services within statutory services, for example: GP Surgeries, Southmead Hospital etc.
- Group work.
- Awareness raising and prevention work.

We intend to commission services that meet the criteria below:

- Will include a range of flexible specialist, targeted, and universal interventions delivered by a skilled workforce.
- For all agencies and providers to work in partnership to provide a comprehensive model of prevention and management for DVA. We would welcome innovative approaches to optimising service provision, including strengthening and creating relationships with a wide range of potential partners, including the community voluntary sector and local businesses. The Joint Commissioning Group are open to consortium bids and expect providers to demonstrate effective models of co-delivery.
- For services to recognise that risk is dynamic, and that services must be able to respond to changes in an individual's circumstances
- For services to be locally delivered, have accessibility and there to be a local identity of services.
- For access to services and pathways to be clear, with a 'One Front Door' approach where appropriate.
- We know that the majority of those affected by domestic abuse are women but equally that male survivors and survivors from the LGBTQ+ community have specific needs. Potential providers will be expected to explain how they will meet the needs of men and those from the LGBTQ+ community, recognising the need for separate spaces and specific services for a range of people.
- The services should meet the appropriate 'industry' standards. For example, domestic abuse services should meet Safe Lives/Women's Aid standards.
- Providers should demonstrate cultural competence and have a commitment to workforce diversity.
- Services should be trauma-informed and recognise the impact of Adverse Childhood Experiences (ACEs).

Commissioning Approach

The commissioning process will undergo formal consultation, providing the opportunity for stakeholders and members of the public to influence and shape how services are commissioned and delivered. UK Government and South Gloucestershire Council procurement guidelines will be adhered to throughout the commissioning process, and key documentation will be signed-off by Council committees as appropriate. Moreover, there are several other key policy documents that will be used to guide this process; these include:

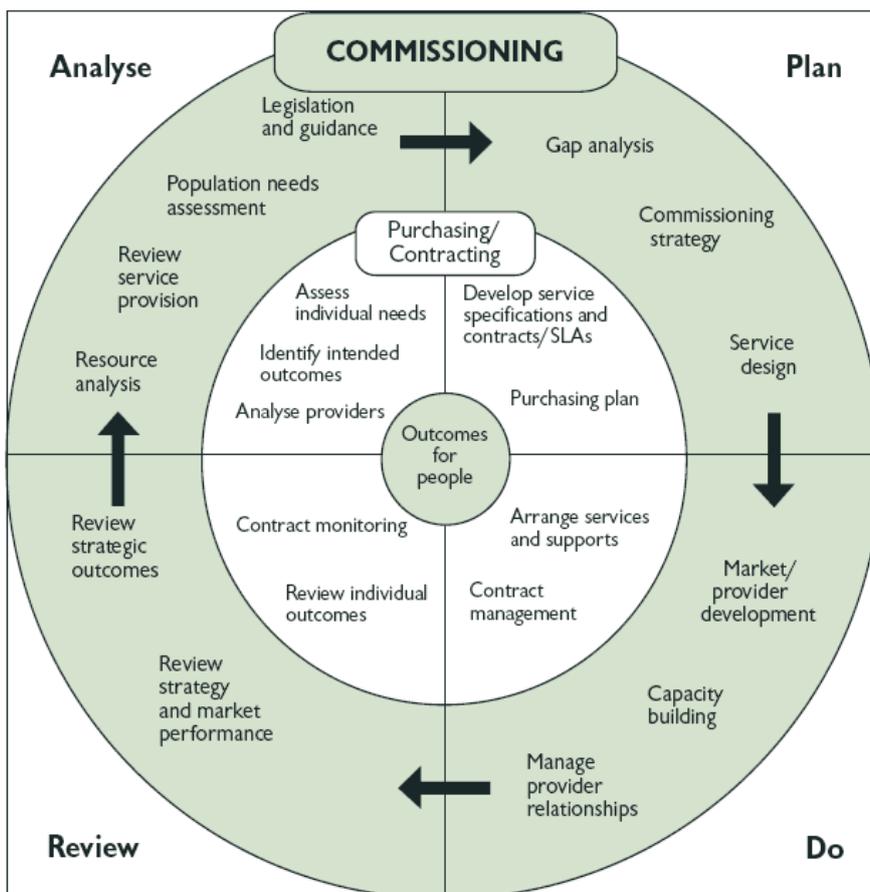
- South Gloucestershire Council Procurement Strategy (Appendix 6).

- South Gloucestershire Council Compact (Appendix 7).
- South Gloucestershire Council Social Value Policy.
- South Gloucestershire Council’s internal Procurement Rules.

The intention is to re-commission DVA Services during 2022 and 2023 with a service commencement date of 1st October 2023. Due to the value of the contract, South Gloucestershire Council Executive Member approval has been granted and the views of the Strategic Procurement Group sought.

The commissioning of DVA services will follow the Institute of Public Care (IPC) Commissioning Cycle (Figure 1).

Figure 1 IPC Commissioning Cycle



Contract Information

South Gloucestershire Council received £469,267 from the Department of Levelling-up Housing and Communities for the delivery of domestic abuse support in safe accommodation duties for 2022/3. This core funding allocated annually and is added to with a mix of national and local funding awards which are subject to confirmation following annual spending reviews and grant allocations.

To ensure continuity and sustainability of services and confidence in the providers we will seek a 5-year term, with a further two one-year extension options, subject to acceptable

performance reviews (i.e., 5+1+1). Offering this term will allow any new services to embed and offer an appropriate period to deliver against targets.

In taking this approach the Council aims to build confidence in service providers who will be able to set out business plans and forecast outcomes. This approach will also allow service providers the ability to offer stability to the specialist staff that they employ and deliver a higher level of service.

The TUPE information and requirements will be included in the relevant final tender documents.

Consultation and Procurement Timeline

Consultation

We will undertake a full consultation which will include:

- Providers
- Stakeholders
- Service users
- The wider public

The process will follow the South Gloucestershire commitment to retender within code 2 of the South Gloucestershire Compact agreement (Appendix 7):

Contact for further information

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Domestic Violence and Abuse Service Officer
01454 863352
Fiona.Lewis@southglos.gov.uk

Procurement Timeline

Activity	Date	Status
Complete a Needs Assessment of Domestic Violence and Abuse (DVA) in South Gloucestershire	December 2021	Completed
Agree services to be recommissioned and publish DVA Strategy	January 2022	Completed
Commissioning intentions strategy development	July 2022	Drafted
Publish opportunity onto Procurement Portal	26 th August 2022	Proposed
Consultation on Commissioning intentions strategy	26 th August 2022 – 21 st October 2022 (8 weeks)	Proposed
Draft service specifications developed	August to December 2022	Proposed
Response to public consultation in a “You said, we did” document	21 st October 2022 – 25 th November 2022 (5 weeks)	Proposed
Open tender process begins	6 th January 2022 – 24 th February 2022 (7 weeks)	Proposed
Tenders sent to panel members for evaluation	24 th February 2023	Proposed
Council evaluation of tender submissions	February to March 2023 (5 weeks)	Proposed
Council internal sign-off	April 2023	Proposed
Notice given to existing providers at least six months in advance of end of contract	By 31 st March 2023	Proposed
Initial award of contract	1 st May 2023	Proposed
Standstill period (10 days)	Until 11 th May 2023	Proposed
Full award of contract	12 th May 2023	Proposed
Contract finalisation	May to June 2023	Proposed
Mobilisation/implementation	Min. 3mths (June to August 2023)	Proposed
New contract starts	1 st October 2023	Proposed

Appendices

Appendix 1

Glossary of Terms

Term	Definition
ACEs	Adverse Childhood Experiences.
BAME	Black, Asian and Minority Ethnic.
BNSSG	Bristol, North Somerset and South Gloucestershire.
Co-located services	Services located in the same space e.g. building, office etc.
Commissioning	There is much debate over the definitions of and distinctions between 'commissioning' and 'procurement'. The Local Government Association (LGA)'s National Procurement Strategy for Local Government in England 2014 recognises that procurement is a core part of a commissioning cycle. It defines commissioning as <i>"the process of ensuring that outcomes identified in the council's needs analysis, are delivered through the right service, and the right models of delivery (whether public, private or other sectors through voluntary service sector, or through social enterprises)</i> . Strategic priorities are those elements which are needed to improve the outcomes for users and are fully informed by their views and those of stakeholders. The provision secured must be cost effective and provide value for money. Commissioning includes monitoring and evaluating services provided to ascertain their impact on improvement and applies to all services within South Gloucestershire whether provided by the local authority, health service, police, or the private or voluntary sector.
Complex needs	This could include substance misuse, mental ill health, homelessness.
DASP	Domestic Abuse Strategic Partnership.
DVA	Domestic Violence and Abuse.
DLUHC	Department for Levelling Up, Housing and Communities.
Equalities groups	Groups that include people covered by the nine protected characteristics as defined by the Equality Act 2010 (see "Protected Characteristics").
IDSVA	Independent Domestic and Sexual Violence Advisor Specialist professionals who work with and support victims of domestic abuse and sexual violence.
IDVA	Independent Domestic Violence Advisor Specialist professionals who work with and support victims of domestic abuse.

Term	Definition
IRIS	Identification and Referral to Improve Safety A national project which works with GPs to help them to recognise and respond to domestic abuse.
LGBT	Lesbian, Gay, Bisexual, Transgender. Also referred to as LGBTQ+.
MARAC	Multi-Agency Risk Assessment Conference: A meeting where information is shared on the highest risk domestic abuse cases and representatives discuss what action is needed to increase safety.
One front door	Refers to all domestic abuse services being accessible via the same route, e.g. a specific helpline or organisation.
PADA	Partnership Against Domestic Abuse
Peer support	People sharing knowledge, experience, or practical help with each other.
Procurement	According to the LGA's National Procurement Strategy for Local Government in England 2014, procurement is: <i>"The process of acquiring goods, works and services. It includes acquisition from third parties and also from in-house providers. The process spans the whole cycle from identification of needs, through to the end of a service contract or the end of a useful life of an asset. It involves early stakeholder engagement, assessing the impact on relationships and linkages with services internally and externally, options appraisal and the critical 'make or buy' decision [which may result in the provision of services in-house in appropriate circumstances] and determining the appropriate procurement strategy and route to market."</i>
Protected characteristics	The Equality Act 2010 lists the nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It is against the law to discriminate against someone because of these characteristics.
Refuge	Safe accommodation provided to people fleeing abusive situations.
Safe Accommodation	The Domestic Abuse Act 2021 defines Safe Accommodation as "...solely dedicated to providing a safe place to stay for victims of domestic abuse, including expert support...".

Term	Definition
Sanctuary Scheme	A Sanctuary Scheme is a multi-agency victim-centred initiative, which aims to enable households at risk of violence to remain safely in their own homes by installing a 'Sanctuary' in the home and through the provision of support to the household.
Terms of Reference	A document that sets out the arrangements and purpose of something, e.g., a group, network, project, meeting, etc.
Trauma-informed practice	An approach which seeks to understand and respond to the impact of trauma on people's lives

Appendix 2

JCG Terms of Reference

South Gloucestershire Council

Domestic Abuse Joint Commissioning Group – Terms of Reference

- 1 Responsible for the commissioning of domestic abuse services for South Gloucestershire residents, on behalf of the Safer Stronger Communities Safety Team and partnership organisations.
- 2 Responsible for the managing and Governance of the pooled budgets on behalf of the JCG Partners.
- 3 Responsible for approving the budgets and strategic priorities for domestic abuse services.
- 4 Responsible for co-ordinating the commissioning of domestic abuse services to meet the needs of South Gloucestershire service users within available budgets. The group will make decisions around directing resources and commissioning services.
- 5 The group will monitor the effectiveness of services against qualitative and quantitative targets based on feedback and reports from Anti-Social Behaviour and Community Safety Team Leader, subgroups, service users and any other South Gloucestershire Council officer, where appropriate.
- 6 To monitor expenditure against commissioning agreements and to ensure achievement of best value for money is consistently achieved.
- 7 The Joint Commissioning Group will meet at least four times per year.
- 8 All commissioning decisions will be taken to the group for full approval prior to being progressed; this will be done by submission of detailed reports and business cases.
- 9 The JCG is the governance group which will decide how the pooled budget is used. It is recognised that this may then need to be appropriately progressed via the local authority.

Appendix 3

Domestic Abuse Act 2021

<https://www.legislation.gov.uk/ukpga/2021/17/contents/enacted>

Appendix 4

The Domestic violence and abuse strategy 2022-2024

<https://www.southglos.gov.uk/documents/Domestic-violence-and-abuse-strategy.pdf>

Appendix 5

The Council Plan

https://beta.southglos.gov.uk/static/7845332087c747b746b38881e94b3388/Council_Plan_download.pdf

Appendix 6

South Gloucestershire Council Procurement Strategy 2020 – 2023

<https://www.southglos.gov.uk/documents/SGC-Procurement-Strategy-2020-2023-Formatted.pdf>

Appendix 7

South Gloucestershire Council Compact

<http://www.southglos.gov.uk/community-and-living/stronger-communities/the-south-gloucestershire-compact/>