ADAPT Domestic Abuse Services

*Invitation to Tender*

# 1 Background and Context

ADAPT Domestic Abuse Services was established in 1974 and is in operation now for 50 years. ADAPT is one of the largest domestic abuse services in the country and provides a wide range of services for women survivors and their children. The services provided have expanded over the years to meet emerging needs of women and children. The service works with approximately 900 women and 300 children each year.

The mission of ADAPT is:

*To offer support and safety to women and their children affected by Domestic Abuse. The service is committed to challenging domestic abuse by strengthening the capacity of individuals, communities and organisations to respond effectively and to change society so that domestic abuse is no longer tolerated.*

## 1.1 Current Strategic Plan

ADAPT’s current Strategic Plan has taken us from 2018 – 2022, with a Board agreed extension to cover 2023 due to COVID.

The current Strategic Plan included a consultation process with service users (including women, young people and children), staff, the Board of Directors and agencies connected to or supporting the work of ADAPT. It was monitored through annual departmental operational plans. Progress on the strategic plan was reported to the Board of Directors in advance of each Board meeting by the Director of Services.

## 1.2 Organisational Values and Ethos

ADAPT has a Statement of Principles which underpins its work with women survivors of domestic abuse and their children. The Statement of Principles is informed by recommended best practice internationally and specifically by the principles set out in **SAFE Ireland: A Framework, Principles and Standards for Specialist Domestic Violence Services in Ireland, 2015**. See Appendix 1.

In 2019 ADAPT committed to becoming a trauma-informed organisation. This framework underpins the work of every department within the organisation.

## 1.3 Current Programmes of Services

ADAPT is one of the largest services in the country and provides a wide range of services for women survivors and their children. These include: 24 hour emergency refuge; second stage housing, 24 hour freephone helpline; one-to-one practical and emotional support; information, advocacy and accompaniment service (this includes court accompaniment); services for migrant women; Court Drop-In Information and Support Service, activities for service users, support groups and adult education opportunities.

Services specifically for children and young people include: creative therapy service; a youth club; DATS (**D**omestic **A**buse **T**eens **S**upport) programme; homework support; school placement, child development and parenting support. One-to-one practical and emotional support is provided in relation to each child and his/her mother.

ADAPT offers a wide range of education and learning opportunities for staff working in organisations that are supporting women and children and may encounter people who experience domestic abuse/coercive control.

ADAPT also delivers a healthy relationship programme for young people. This programme focuses on promoting relationships based on dignity, equality and mutual respect.

ADAPT provides awareness raising talks (both online and in-person) to various groups including community groups, schools and 3rd level institutions, health professionals, corporate bodies, businesses and various statutory agencies.

## 1.4 Organisational Structure

There are seven departments within ADAPT as follows: Organisational Services (e.g. admin, finance, HR), Refuge, Women’s Services, Child & Youth Services, Property Services, Training & Development and ADAPT Charity Shop. There is a co-ordinator heading up each department.

# 2. Strategic Planning Process

# 2.1 Purpose of the Strategic Planning Process

The purpose of the development of a new Strategic Plan is to provide clear direction for management, staff and Board to support the progression of ADAPT over the next five years; facilitating decision-making and ensuring that service delivery is in line both with the operating context and with funding available to the organisation. The plan will focus on reviewing the current work of ADAPT, identifying any gaps in service provision and consolidating the work that has been developed over the past number of years.

# 2.2 Important Issues for Consideration

* The new plan will cover a 5 year timeframe.
* The new plan should look at consolidating existing frontline services and identify potential areas for development.
* The plan should align to the 3rd National Strategy on Domestic, Sexual and Gender Based Violence and any workplan set out by CUAN, the new agency responsible for Domestic, Sexual and Gender Based Violence.
* The plan should acknowledge the constantly changing political and social environment. Therefore, an emphasis on organisational adaptability and flexibility should be considered in its choice of objectives.
* Other pertinent factors to consider in the development of the plan include:
  1. The increasing demand for the service and the impact this has on existing resources.
  2. The current housing crisis and how this impacts the service.
  3. Meeting the needs of an increasingly diverse cohort of service users.
  4. The current challenges around staff recruitment in a challenged labour market.
  5. The continuous professional development of our workforce.
  6. The increased compliance reporting and governance requirements of charities.
  7. The requirement for accurate and secure collection and retention of data.
  8. Staff support and wellbeing.

In the current financially constrained environment, it is important that the plan is realistic and matches available resources.

## 2.3 Role of the Consultant

ADAPT Domestic Abuse Services is inviting tenders from suitably qualified consultants:

* ***To work with the organisation to carry out a comprehensive consultation process and draw up a 5 year strategic plan that will direct the development of the organisation for the period 2024-2029.***

# 2.4 Objectives

1. Review the organisational vision and mission statement.
2. Set out objectives and actions required to deliver the vision and mission statement.
3. Identify the key risks, how these will be monitored and mitigated.
4. Develop indicators to monitor progress, both in terms of organisational development and impact of ADAPT's work on the lives of service users.
5. Set out how ADAPT will ensure that it is compliant with statutory and other regulatory requirements in relation to the governance of charitable organisations.

The plan should align to the 3rd National Strategy on Domestic, Sexual and Gender Based Violence and any workplan set out by CUAN, the new agency responsible for Domestic, Sexual and Gender Based Violence.

## 2.5 Methodology

The methodology for the Strategic Plan should be developed with input from senior management and the Board of Directors of ADAPT.

As part of the methodology a sub-group of the Board will analyse the previous strategic plan, what the successes and challenges have been. Learning from this should inform the new plan.

Other possible elements of the strategic planning methodology could include:

* Review national and international models of best practice in relation to domestic abuse service provision.
* Ensure alignment to the 3rd National Strategy on Domestic, Sexual and Gender Based Violence and CUAN’s strategy.
* Consideration of the impact of national policies, not directly related to domestic abuse, but which have an impact on our service provision e.g. homelessness, residency status etc.
* A review of learning to date, key successes and challenges of the current plan.
* Identify:
  + Key strengths and of the organisation and potential risks/challenges.
  + Current and future opportunities and challenges (both internal and external).
  + Changes in the demand for the service.
  + Current and future management and staffing resources required.
  + Current and future funding resources required and sources of same.
* Use of internal documentation (e.g. policies, current strategic plan, ADAPT’S annual reports) to inform strategic goals.
* Facilitate consultation with representatives of key stakeholders – this to include Board, staff, service users (Women and Young People), funders and key voluntary and statutory partner organisations.
* Review the findings from the consultation process with the Board and senior management and identify strategic goals and actions.
* Drafting of proposed strategic plan for the organisation for review.
* Finalise strategic plan for ratification by the Board.

## 2.6 Outputs

The final output from this work will be:

* Report back to the Board on the findings which will inform the drafting of the new strategic plan.
* A 5 year Strategic Plan for the organisation which specifies:
  + The organisational vision and mission statement for the period
  + The objectives for the 5 years and the actions to be undertaken to deliver on these objectives.
  + A core set of KPIs (Key Performance Indicators) to monitor progress and organisational performance, in terms of both organisational development and also impact of ADAPT's work on the lives of service users.

# 3 Terms of the Contract

**3.1 Expertise**

Tenders are invited from interested consultants with:

* Expertise in the area of strategic planning and evaluation and/or business development – specifically in the not- for-profit sector.
* Excellent communication, facilitation and inter-personal skills.
* Understanding of domestic abuse and of the needs of women survivors of domestic abuse and their children.

**3.2 Schedule**

The work will commence in June 2024 and be completed by October 2024.

**3.3 Budget**

A maximum of €10,000 is available for this project inclusive of V.A.T and all expenses. Payment will take place in three instalments:

* On completion of stakeholder engagement / data collection process.
* When the first draft is submitted.
* On ratification of the completed strategy by the Board of Directors.

**3.4 Tender Submission**

Tenders should include:

* Details of the approach to the work.
* Methodology and timescale.
* Name of applicant(s) and/or organisation with which the current contract will be placed.
* Number, details of roles and input, and expertise of all staff to be involved in the project.
* *Curriculum Vitae* (including the names of organisations for whom consultancy work has been completed) for all those who will have input.
* Relevant examples of previous work.
* Contact details for referees who are willing to give feedback on their experience of working with the consultants.
* Tenders should clearly and individually cost each element of the work outlined in the proposal including staff costs.
* Tenders should clearly and individually identify the hourly commitment to the project including travel, direct contact, planning etc.
* Tax Clearance Certificate(s).

A tender assessment panel will examine all tenders received. The panel will have to be satisfied that the method and programme of work meet the project’s objectives. The panel will also take into account other criteria to include;

1. Clear demonstration and understanding of the brief.
2. Identification of any conflicts of interest.
3. Level, depth, nature of experience in the area (including quality and relevance of previous work).
4. Knowledge and understanding of Trauma Informed Practice.
5. Evidence that they possess the relevant skills.
6. Evidence that they have the relevant knowledge of the not for profit sector and of domestic abuse.
7. Ability to effectively manage and complete the contract within given timeframe.
8. Overall assessment and quality of proposal.
9. Cost effectiveness.

ADAPT Domestic Abuse Services reserves the right to invite potential consultants to interview following short-listing in the event of several submissions being of comparable merit.

* **Enquiries should be directed to: Denise Dunne**, C/o ADAPT House, Rosbrien, Limerick. Phone: 061-412354
* **Tenders should be submitted *by email*, no later 8th May, 2024 by 5pm to:** [director@adaptservices.ie](mailto:director@adaptservices.ie)

**APPENDIX 1**

Statement of Principles is informed by recommended best practice internationally and specifically by the principles set out in **SAFE Ireland: A Framework, Principles and Standards for Specialist Domestic Violence Services in Ireland, 2015**.

The Safety of Women and Children is Paramount: The service promotes the right of women and children to live free from violence and abuse. The service prioritises the safety of service users and works with other agencies to maximise their safety.

1. Confidentiality: The service respects and upholds the right of service users to privacy and confidentiality. Confidentiality is important in itself but it is also a key factor in promoting the safety of women survivors and their children. However, if confidentiality presents a risk to the safety of the woman or the child, the safety principle is paramount and overrides the confidentiality principle.
2. Diversity and Fair Access: The service recognises that responses to domestic abuse must take account of the diversity of women’s experience and the additional structural barriers faced by many women. The service acknowledges this diversity and operates an inclusive approach to meeting the diverse needs of women and children.
3. Gendered Understanding of Violence against Women: The service recognises that violence against women is underpinned and sustained by attitudes and beliefs which are both a cause and a consequence of gender inequality. The service works to promote gender equality and to address barriers caused by gender inequality.
4. Advocacy for Services and Systems Change: Advocacy is critical at both individual and systems level. The service supports individual women and children to access safety and appropriate services. It also advocates for the removal of barriers at a systems level which limit access to safety and services.
5. Empowerment: The service recognises and acknowledges that women survivors are experts on their own situations and have the right to make their own decisions. The service is client led and works collaboratively with women survivors to identify and address their safety and support needs. The service encourages disclosure of domestic abuse but respects the right of women to choose not to disclose.
6. Consultative and Co-ordinated Response: The service works proactively with other relevant agencies to seek consistent quality responses for those affected by domestic abuse and contribute to zero tolerance of gender-based violence.
7. Being Sensitive to the Trauma Caused by Violence and Abuse: The service recognises and is sensitive to the potentially traumatic impact of domestic abuse. Trauma can impact on women at many levels including: physical, emotional, behavioural, thinking and social engagement. The service engages on an emotional level with women to support them in dealing with and recovering from the impact of domestic abuse.
8. Woman Protection is Central to Child Protection: In domestic abuse situations the protection of the non-abusing parent is central to the protection of the children. The service actively works with women survivors to raise their awareness of the impact of domestic abuse on children and to support them in their efforts to protect their children from this.