

## Workforce and Leadership Development for Racialised Communities: working with those causing harm in intimate and family relationships

### Project in Brief

The Drive Partnership is seeking a partner to co-develop and design a workforce development and leadership programme to build capacity and confidence amongst professionals from racialised communities. Our goal is to increase the ethnic, racial and cultural diversity of the VAWG (Violence Against Women and Girls) sector workforce, specifically those working with those who harm, to make the sector more representative of the communities we serve and help to overcome barriers to equitable access to services.

### Background and Context

Domestic abuse is not acceptable, and it is not inevitable. Too often those who are causing harm are missing from the narrative and from the response. To end domestic abuse, we need comprehensive quality-assured services which fully support all child and adult victims-survivors and address the behaviour of those causing harm.

Harm and abuse disproportionately impact people from racialised communities. There is a limited UK evidence base on programmes working with those using abusive behaviours in their relationships, and even less evidence on effective and culturally appropriate interventions for people from racialised communities.

Research carried out by University of Suffolk and H.O.P.E Training and Consultancy<sup>1</sup> explored family and intimate relationship harm within racialised communities with a focus on those causing harm. Recommendations from this research include the need for:

- Further research into culturally grounded interventions and language
- Sustainable research funding for community-led interventions
- A family-focused approach to perpetrator work
- Expanding the call to action<sup>2</sup> for a national perpetrator strategy to specifically include the needs of racialised communities

The research also identified that one of the key barriers to change is the workforce being unrepresentative of the communities it serves. This problem pervades much of the charity and voluntary sector and we are committed to support and influence a change within the violence and abuse sector to improve responses for racialised communities.

We recognise that this is also true of the Drive Partnership and each organisation has its own commitments to address these issues, and learning and recommendations from this project will also support this.

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<sup>1</sup> Adisa O., and Allen K. (2020). Increasing safety for those experiencing family and intimate relationship harm within black and minority ethnic communities by responding to those who harm: Survey findings. University of Suffolk.

<sup>2</sup> <http://driveproject.org.uk/wp-content/uploads/2020/01/Call-to-Action-Final.pdf>

The Drive Partnership has identified the following key priorities to start to address the issues raised:

- Develop a workforce and leadership development programme
- Review of literature to identify evidence and best practice for working with those who use harm from racialised communities
- Mapping of current culturally specific interventions
- Research and scoping of effective practice in both mainstream and specialist services
- Development of referral pathways, commissioning models and quality assured interventions

### Invitation for proposals – Workforce and leadership development

To address these priorities, in the year 2021-2022 Drive wants to work in partnership with practitioners and researchers from racialised communities. We are recruiting development partners for two strands of work focused on:

1. Workforce and leadership development
2. Evidence and best practice for culturally responsive intervention

We have split this work into two distinct briefs which we will commission separately as we want to encourage proposals from a wide range of organisations but acknowledge the skillsets required for the whole programme of work may not be found in a single organisation. However, bidders are open to apply for one or both work programmes, either as sole providers or through consortium bids.

This brief is focused on **workforce and leadership development**.

The project brief for evidence and best practice for culturally responsive interventions can be found [here](#).

### Project Brief – Workforce and Leadership Development

The Drive Partnership is seeking a partner to co-develop and design a workforce development and leadership programme to build capacity and confidence amongst professionals from racialised communities. Our goal is to increase the ethnic, racial and cultural diversity of the VAWG sector workforce, specifically those working with those who harm, to make the sector more representative of the communities we serve.

We facilitated two focus groups aimed at grassroots by and for practitioners to explore views on what a workforce and leadership development programme could be and where it should be aimed. Themes from the focus groups included:

- Organisational commitments: anti-racism, flexible contracts, development opportunities
- Impact of racism on personal confidence and on opportunities
- Cultural competency in content and delivery of services and interventions, and development of specific interventions and approaches
- Gender barriers around working with men and how men from some communities may not engage with women

- Concern about working in organisations with predominantly white leadership and staff teams: pressure to be the “voice of EDI”, and concerns about dynamics of teams and programmes
- Grassroots organisations working in communities but not specifically in perpetrator/VAWG context: upskill and increase awareness
- Specialist intervention skills training to encourage staff in other VAWG roles or allied services into perpetrator work
- Cultural awareness training in mainstream perpetrator service teams
- Targeted offering to frontline and management tiers. Accredited training and leadership programme

A full summary of the focus group themes can be found as a separate appendix 4 [here](#).

The role of the workforce and leadership development co-production partner will be to build on the initial findings from research and focus groups through:

- Consultation with people from racialised communities who are working in the domestic abuse perpetrator sector, and other related fields
- Consultation with organisations delivering perpetrator programmes
- Consultation with statutory and voluntary/community professionals engaged in the multi-agency response to domestic abuse
- Review any relevant learning from service user feedback
- Scope similar approaches and identify best practice
- Based on consultations and scoping, design a workforce and leadership development approach

The Drive team will work alongside and support the co-production partner through:

- Providing a lead point of contact for project oversight and co-development
- Analysis of Drive and SafeLives data, and any other available datasets across the Drive Partnership organisations and partner organisations
- Facilitate access to and engagement with Drive sites and Respect accredited services
- Project coordination support such as supporting the set up and administration of consultations

Further support can be explored, so please indicate in your application where you see the best split of roles and responsibilities between yourselves and Drive to fulfil the brief.

We recognise that small organisations may not have capacity for a project of this size, but may have specialist skills and experience that would benefit the project. We warmly accept consortium applications or consultancy arrangements.

## Partner Selection Criteria

We are inviting applications for the workforce and leadership development co-production partner. You may apply individually or as part of a consortium where a lead partner is identified.

We would like applicants to demonstrate the following expertise and experience:

Essential	Desirable
Be representative of racialised communities (e.g. a 'by and for' organisation, or project would be led by / facilitated by researchers/practitioners from racialised communities)	Knowledge of the multi-agency response to domestic abuse and interventions for perpetrators
Developing and delivering training and/or workforce & leadership development programmes	Knowledge and experience of related practice areas such as social care, policing, probation or working with adults facing multiple disadvantage such as homelessness, substance misuse or mental health issues.
Consultation and co-production	Knowledge of how cultural awareness can be embedded in the response to domestic abuse / those using harm
Relationship building and community / stakeholder engagement	
Knowledge of domestic abuse and how racialised communities are affected, and the barriers they face in accessing and receiving effective support.	

*Please note, this project is focused on the development of the approach and content of a workforce development programme. Depending on the skills and interest of the successful bidder/s, they may be engaged in a follow-on piece of work to deliver some or all aspects of the workforce and leadership development programme.*

## Project timescales

<b>Call for proposals released</b>	26 <sup>th</sup> April 2021
<b>Online information event</b>	5 <sup>th</sup> May, 14:30-15:30
<b>Register interest</b>	12 <sup>th</sup> May
<b>Clarification questions</b>	17 <sup>th</sup> May
<b>Deadline for submissions</b>	26 <sup>th</sup> May, 12pm
<b>Interviews</b>	1 <sup>st</sup> interviews: w/c 7 <sup>th</sup> June 2 <sup>nd</sup> interviews: w/c 14 <sup>th</sup> June
<b>Successful partner notified</b>	w/c 21 <sup>st</sup> June
<b>Enter into contract</b>	July 2021
<b>Project delivery</b>	6 months: Aug/Sept – March 2021

For any questions about the process, to book a space on the online information event, or to register your interest in applying for the project, please contact [tara.rowe@socialfinance.org.uk](mailto:tara.rowe@socialfinance.org.uk).

## Funding

The available budget for this project is **£25,000** inclusive of any applicable VAT.

The bid should include any proposed costs for the bidder, such as staff costs, overheads, management costs.

The Drive Partnership will separately facilitate access to or funding for additional project costs such as:

- Paid contributions and/or vouchers for participants of focus groups or interviews in accordance with Drive's Paid Contributions Policy
- Access to Drive's Zoom account

The payment schedule can be negotiated to support our co-production partner with effective delivery of the project. We anticipate this will likely be monthly payments, or 10% at the start of the project, then 45% at 3 months, and 45% upon completion.

## Proposal Requirements

Please complete and submit the form included in appendix 1 or if you prefer, you can submit an audio/video application that addresses the same requirements.

In your response, please specify how you would use the time and funding available to meet these requirements. Please also indicate any additional value that you feel that your organisation(s) and/or approach would bring.

Proposals should be submitted by **12pm on 26th May** to [tara.rowe@socialfinance.org.uk](mailto:tara.rowe@socialfinance.org.uk).

An application guidance document can be found [here](#).

A Frequently Asked Questions document will be updated weekly, and can be found [here](#).

## Appendix 1: Application Form

### About you

<b>Organisation/s</b>	
<b>Individual application or consortium</b>	
<b>Website(s)</b>	
<b>Tell us about your organisation/s</b> <ul style="list-style-type: none"><li>• Type of work you do, mission statement if applicable,</li></ul>	

<ul style="list-style-type: none"> <li>Charity, CIC, academic institution, private company etc. Include any relevant registration numbers.</li> </ul>	
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## Contact Details

<b>Project lead name</b>	
<b>Project lead contact details</b>	Phone: Email:

## Proposal

<p><b>1. Background and experience</b> (max. 800 words) Please tell us:</p> <ul style="list-style-type: none"> <li>how you meet the expertise and experience outlined in the table on page 4</li> <li>experience and approach to diversity, equity and inclusion</li> <li>any other relevant information</li> </ul>
<p><b>2. Principles of your approach</b> (max. 500 words)</p> <ul style="list-style-type: none"> <li>How will you approach community / stakeholder consultation and involvement in shaping the approach and materials for the workforce development programme?</li> <li>What do you see as the barriers to engagement and how will you seek to overcome these?</li> <li>How will you address institutional racism as part of the context and impact of this work?</li> </ul>
<p><b>3. How you intend to carry out the project</b> (max. 800 words)</p> <ul style="list-style-type: none"> <li>Outline your methodological approach to delivering the project brief. Specify the methods which you would use to secure the contributions of organisations led by and for racialised communities, professionals engaged in the response to domestic abuse and other key stakeholders.</li> <li>Describe how you will build relationships with key stakeholders</li> </ul>

- Detail the measures that you will put in place to ensure high quality delivery of the project brief within the timescales, including given the current circumstances concerning the response to Covid-19.
- Specify who from your organisation / consortium would work with us to manage and deliver the project (brief biographies of your proposed team can be submitted separately and won't count towards the word limit)
- Any other added value your team can bring e.g, networks or wider resources

#### 4. Project plan

Project timeline including key activities, milestones and deliverables

#### 5. Budget

- Budget & cost breakdown
- How your approach will ensure value for money

### Mandatory Requirements

The following criteria are mandatory and must be achieved in order for your bid to be assessed:

- 1) Responses to all five elements of the application form above are completed, unless a satisfactory explanation has been provided and accepted
- 2) Proposed pricing does not exceed available budget
- 3) Legal, policy and ethical requirements are adequately evidenced. We need to review the following documents as part of the bid process, please submit with your application. Any problems or queries with this, please get in touch:
  - Safeguarding and GDPR policies
  - Copy of most recent audited accounts. (If no audited accounts within the last 12 months, please provided the most recent unaudited accounts)
  - Insurance details: levels of cover for public & employer's liability and professional indemnity. Proof of cover: either letter from insurance company/broker, or copy of current valid certificates

## Appendix 2: Scoring Matrix

### Section weighting

Section		Weighting %
1	Background and experience	30%
2	Principles of your approach	30%
3	How you intend to carry out the project	30%
4	Project Plan	5%
5	Budget	5%
<b>Total</b>		<b>100%</b>

### Scoring

Evidence	Score
<b>Excellent response</b> <ul style="list-style-type: none"> <li>• Response is well presented and structured; and</li> <li>• Response is directly and wholly relevant to the area being tested; and</li> <li>• Response is judged to far exceed the minimum requirement for the section.</li> </ul>	4
<b>Good response</b> <ul style="list-style-type: none"> <li>• Response is well presented and structured; and</li> <li>• Response is well aligned to the area being tested; and</li> <li>• Response is judged to exceed the minimum requirements of the section.</li> </ul>	3
<b>Competent response</b> <ul style="list-style-type: none"> <li>• A sufficient response is presented and follows a basic structure; and</li> <li>• Response is sufficiently aligned with the area being tested; and</li> <li>• Response is judged to meet the minimum requirements of the section.</li> </ul>	2
<b>Poor response</b> <ul style="list-style-type: none"> <li>• Some evidence is presented but assertions and statements are insufficiently supported; or</li> <li>• Response offered is only partly relevant to the area being tested; and/or</li> <li>• Response offered is/may be relevant to the area being tested but is judged to be insufficient when compared to the requirements of the section in terms of sophistication/complexity.</li> </ul>	1
<b>No evidence provided</b> <ul style="list-style-type: none"> <li>• Tenderer has responded but has not answered the question and has not demonstrated an understanding of our requirements.</li> </ul>	0

## Appendix 3 About Us

Drive: <http://driveproject.org.uk/>

The partnership between Respect, SafeLives, and Social Finance has been working to end domestic abuse by transforming the national response to perpetrators of domestic violence and abuse since it was established in 2015.

The partnership is working across the domestic abuse specialist sector, public sector partners and beyond to develop sustainable, national systems in England and Wales that respond effectively to all perpetrators of domestic abuse. Our vision is that one day there will be a consistent approach which sees agencies in all PCC and local authority areas across England and Wales working together to disrupt abuse and change behavior to increase safety for victims-survivors, children and families.

Our partnership includes expertise in working with victims, perpetrators and developing sustainable responses to entrenched social problems.



**SafeLives** is the UK-wide charity dedicated to ending domestic abuse, for everyone and for good. We work with organisations across the UK to transform the response to domestic abuse. We listen to survivors, putting their voices at the heart of our thinking. We look at the whole picture for each individual and family to get the right help at the right time to make families everywhere safe and well. Together we can end domestic abuse. Forever. For everyone.



**Respect** is the UK membership organisation for work with domestic violence perpetrators, male victims and young people. We have developed standards and accreditation and provide training and support to improve responses to adult's using violence and abuse in intimate relationships. Respect accreditation is the bench mark for the provision of quality interventions with men who use violence against their female partners.



**Social Finance** is a not for profit organisation that partners with the government, the social sector and the financial community to find better ways of tackling social problems in the UK and beyond. We have raised over £100 million of social investment and designed a series of programmes to tackle social challenges including supporting vulnerable adolescents to avoid being taken into care, supporting older people reduce their level of loneliness and helping people with health conditions and disabilities access employment.