



Drive Partnership evaluation: fostering local and national systems change

Project in Brief

The Drive Partnership is seeking an independent evaluator to undertake evaluation of the local and national systems change objectives of our work. With funding from the National Lottery Community Fund England Committee, we want to understand the impact of the developments and expansions of our site-based work, and the impact of our national systems change work in England.

Background and context

Drive (<http://driveproject.org.uk/>) was developed in 2015 by Respect, SafeLives, Social Finance – the Drive Partnership. The partnership, identifying a serious gap in national systems, came together around a shared ambition to change the way statutory and voluntary agencies respond to high-harm, high-risk perpetrators of domestic violence and abuse.

The Drive intervention was developed, which works with high-harm, high-risk and serial perpetrators of domestic abuse to prevent their abusive behaviour and protect victims. High-risk, high-harm perpetrators are those who have been assessed as posing a risk of serious harm or murder to people they are in intimate or family relationships with. The key focus is on improving safety for victims and children.

Drive challenges and supports perpetrators to change and works with partner agencies (e.g. police, probation, health, domestic abuse services and children's social care) to disrupt abuse. The Drive intervention includes: disruption, diversionary support, and behaviour change interventions.

Beyond the intervention, Drive advocates for changes to national systems so that perpetrators posing all levels of risk can no longer get away with abusive behaviour and can access the help they need to stop.

Our vision is that one day agencies in all PCC and local authority areas across England and Wales – backed by national leaders - will work together to disrupt domestic abuse and challenge and change perpetrator's behaviour.

The primary aim of this work is to reduce the number of child and adult victims by developing a whole systems change response that drives those who are causing harm to change their behaviour. We are doing this in two ways:

1. Expanding the geographic provision of the Drive intervention for high-harm high-risk perpetrators of domestic abuse
2. Working across the domestic abuse specialist sector, public sector partners and beyond to develop wider, sustainable, national systems change that respond to all perpetrators of domestic abuse.

Drive is currently being delivered in 10 PPC areas having gradually expanded over a 5 year period (see appendix C for further details).

This evaluation focuses on

1. Our impact on local systems change in the three sites being funded by TNLCF in England for a three-year period Year 1 (FY 2020-21) focused on mobilisation. We are now entering Year 2 and service delivery.
2. Our impact on national systems change across all of England reaching beyond areas where the Drive intervention is being delivered.

Purpose and aims of the evaluation

The Drive Partnership is seeking an independent evaluator to undertake evaluation of the local and national systems change objectives of our work. With funding from The National Lottery Community Fund, we want to understand the impact of the developments and expansions of our site-based work, and the impact of our national systems change work.

The evaluation will cover the following objectives / workstreams:

Objective 1: Fostering local systems change

Funding from the TNLCF has enabled us to scale the Drive programme into three new locations: Avon and Somerset, Derbyshire, and The Wirral. The Drive team are supporting replication of the model to these three new locations alongside ongoing development in existing seven areas.

Our aim is to improve the response to high-risk perpetrators of domestic abuse, and support an improved co-ordinated multi-agency response around perpetrators of abuse in local areas, in order to improve the safety of victims, survivors, and their children.

In delivering in three new sites over three years, this response can be delivered to approx. 900 additional perpetrators, impacting on the lives of approx. 1000 victims and 1400 children. The purpose of this evaluation will be to assess the impact of Drive on local systems change in these three areas through identifying changes in culture and practice of local agencies, including multi-agency working, and how these changes have impacted on services engagement with perpetrators and victims-survivors.

Objective 2: Enabling National Systems Change

Nationally, we are working to ensure the principles behind the success of Drive are shared with and inform voluntary and statutory programmes across the country, supporting progress towards a national response to all perpetrators (including high-harm and high-risk perpetrators) being available in all areas. This will include and work beyond the high-harm and high-risk cohort, and is focused on:

1. Raising awareness and capacity across voluntary and statutory services through workforce development training, sharing learning and building partnerships;
2. Identifying systemic gaps and proposing solutions to them – taking the insights gleaned from the delivery of Drive and using them as the starting point to develop new models and partnerships that could deepen the systemic response to perpetrators;
3. Building the evidence base and ensuring there is a feedback loop between evidence and frontline practice;
4. Ensuring quality assurance of perpetrator provision;

5. Communicating regularly with policy makers, DVA commissioner, inspectorates, What Works Centres and the media to ensure there is an understanding of the change that is possible and how to get there.

The purpose of this evaluation will be to assess how the Drive Partnership has contributed to increased awareness and workforce capacity across the voluntary and statutory sectors, and contributed to raising the profile of perpetrator work with the public, policy makers, commissioners, and relevant practice leaders.

Please see appendix C and D for further details on these two workstreams.

Evaluation expectations

We expect the evaluator to:

- Serve as the independent expert on evidence and evaluation for the project.
- Carry out the evaluation, working closely with the Drive Central Team who will support with access to Drive data, and with links to local and national partners.
- Assess the overall impacts on local and national systems change created by Drive, improving the systemic response to perpetrators of domestic abuse. Any change seen to engagement with perpetrators.

Design considerations

Whilst working alongside the Drive Central Delivery Team, we would like the evaluator to design the most appropriate evaluation methodology, including helping to refine the key research questions.

The successful bid will need to evidence the following:

- Expertise in quantitative and qualitative methods (including brief biographies of the proposed team)
- Knowledge of domestic abuse and how minoritised communities are affected, and the barriers they face in accessing and receiving effective support.
- Knowledge of the multi-agency response to domestic abuse and interventions for perpetrators
- 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.
- Knowledge and experience of evaluating systems change

The following list identifies likely aspects for consideration both in terms of how the evaluation is conducted and its outputs.

- Data collection from local and national partners and stakeholders
- Focus groups / semi-structured interviews with practitioners and stakeholders
- There will be exploration of the perception of key stakeholders on:
 - beliefs and attitudes of local agencies towards services aimed at perpetrators
 - views on Drive Partnership's contributions to changes in policy and strategic commissioning.
- Analysis of internal data sources such as training records and content

- Analysis of Drive's contribution to policy and strategic approach of local and national stakeholders
- Analysis of impact on policy and strategic approach in relation to identified systemic gaps: racialised communities, housing, children, and LGBT+ communities

The independent evaluator will work in a spirit of openness and cooperation with the Drive Partnership, helping to create and then adhering to project timelines and delivery to budget and quality expectations.

Support and key contacts for the evaluator

There will be a single point of contact between the evaluator and the Drive Partnership for queries. They will have the support of the Drive Central Delivery Team and will be able to draw on additional expertise as required.

The Drive Central team will support with access to Drive and SafeLives data and support with stakeholder engagement, such as providing key contacts.

Data collected is likely to include:

- Drive services data
- Records of training provision, conferences, other CPD content such as webinars, podcasts, blogs etc
- Records of sector meetings and working groups, including those facilitated by or contributed to by Drive

Outputs and reporting

- 6 monthly internal updates
- A short interim progress summary report after 1 year
- Final report at the end of the project, by June 2023.

Request for proposals

Proposals should be submitted to pmo@safelives.org.uk using the template (see separate document) which includes:

1. A description of your **methodology**, including how you:
 - a. Address the evaluation aims and design considerations
 - b. Demonstrate methodological rigour and the appropriateness of the proposed conceptual/analytical framework and methodology
 - c. Ensure effective project management, including planning, quality control and project monitoring
 - d. Manage effective relationships, information sharing, and joint working with the Drive Central Team
2. A **project implementation timeline** including any necessary mobilisation period

3. Information about the **evaluation team** – include short biographies of the evaluation lead and proposed team members. This should include qualifications and experience demonstrating that the evaluation team has:
 - a. Background of evaluation team and depth of skills
 - b. Capacity to deliver to the timescales described
 - c. An in-depth knowledge of the issue
 - d. Experience of/understanding of partnership working
 - e. A relevant track record in producing evaluations that have been used to inform practice and policy
4. Details of **ethical considerations** that may arise from carrying out research with perpetrators and survivors of domestic abuse
5. Identification of anticipated **risks and suggested mitigation** strategies
6. Any other **added value** your team can bring
7. A **budget** summarising the costs of data collection and evaluation activities. Please provide key assumptions including any costs for overheads, VAT, and anticipated travel and other expenses. This must work within the budget limits included here, and demonstrate how it delivers 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 seven elements of the request for proposals section above are returned, 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

Budget

We have secured a budget through funding from the National Lottery Community Fund for the evaluation to a maximum of £85-90,000 (including VAT and expenses and travel) for this project.

Timeline

Call for proposals released	5 th May
Deadline to submit clarification questions	19 th May (12pm)
Deadline for submissions	1 st June (12pm)
Interviews	w/c 7 th June
Successful partner notified	w/c 14 th June
Enter into contract	July 2021
Project delivery	July '21 – June '23 (evaluation period ends March '23, final report June '23)

Please submit clarification questions to martha.tomlinson@safelives.org.uk. Responses will be published on 20th May.

Appendix A: Scoring Matrix

Section weighting

Ref	Question	Weighting %
1	Methodology	40%
2	Project implementation timeline	20%
3	Evaluation team	20%
4	Ethical considerations	5%
5	Risks and suggested mitigation strategies	5%
6	Added value	5%
7	Budget	5%
	Total	100%

Scoring

Evidence	Score
Excellent response <ul style="list-style-type: none"> • Response is well presented and structured; and • Response is directly and wholly relevant to the area being tested; and • Response is judged to far exceed the minimum requirement for the section. 	4
Good response <ul style="list-style-type: none"> • Response is well presented and structured; and • Response is well aligned to the area being tested; and 	3

<ul style="list-style-type: none"> • Response is judged to exceed the minimum requirements of the section. 	
<p>Competent response</p> <ul style="list-style-type: none"> • A sufficient response is presented and follows a basic structure; and • Response is sufficiently aligned with the area being tested; and • Response is judged to meet the minimum requirements of the section. 	2
<p>Poor response</p> <ul style="list-style-type: none"> • Some evidence is presented but assertions and statements are insufficiently supported; or • Response offered is only partly relevant to the area being tested; and/or • 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. 	1
<p>No evidence provided</p> <ul style="list-style-type: none"> • Tenderer has responded but has not answered the question and has not demonstrated an understanding of our requirements. 	0

Appendix B: About Us



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.

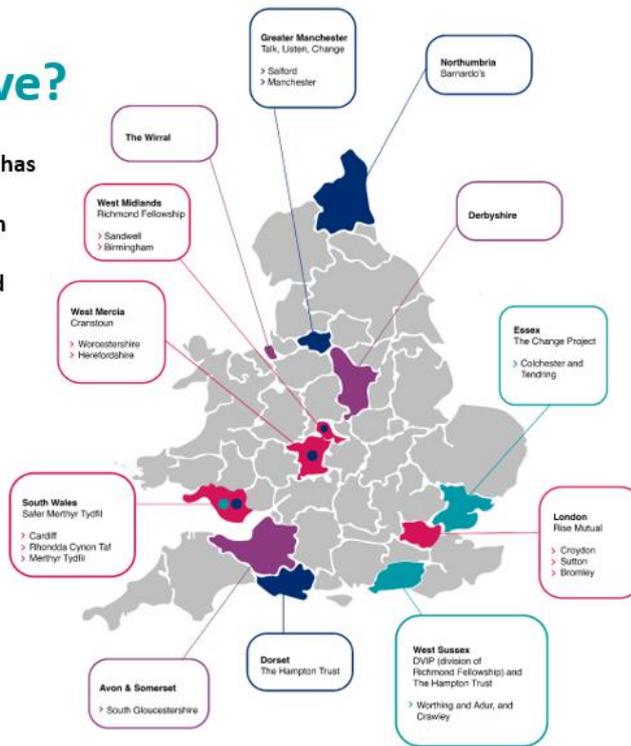


Social Finance is a not for profit organisation that partners with the government, the social sector and the financial community to find better ways of tackling social problems in the UK and beyond. We have raised over £100 million of social investment and designed a series of programmes to tackle social 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.

Appendix C: Drive sites and model

Where is Drive?

Across all sites to date, Drive has worked with over 1600 perpetrators, impacting upon the lives of around 1800 victims/survivors and around 2700 children and young people.

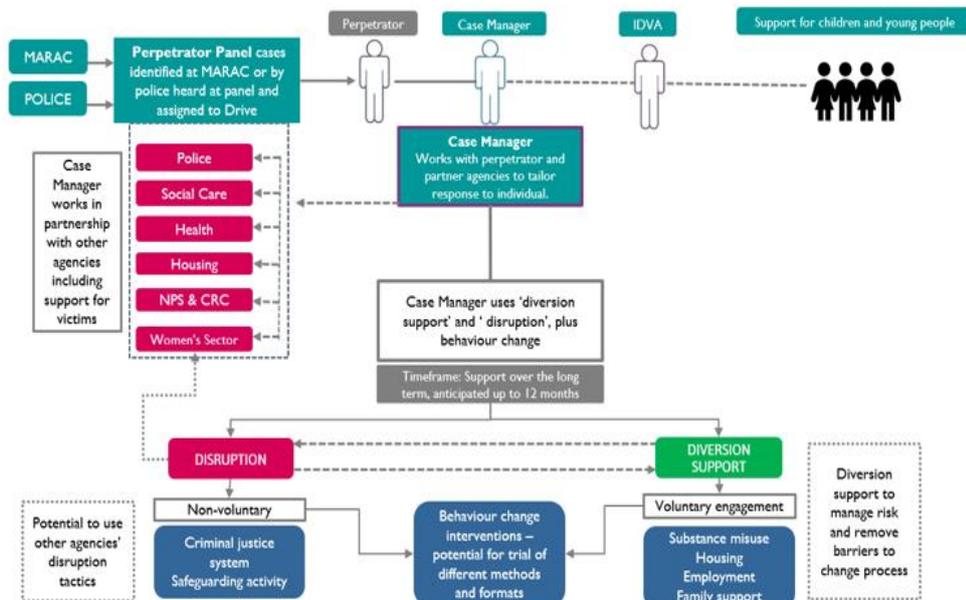


- >Phase I: Pilot start date 2016
- >Phase II: Replication testing start date 2018
- >Phase III: Expansion start date Spring 2020
- >Phase IV: Expansion start date Winter 2020

Sites are funded through a mix of funders, which vary by region. It includes significant funding from the National Lottery Community Fund, the Home Office and PCC and LA commissioners.



The Drive model



Appendix D: Drive National Systems Change

National Systems Change – overview

