

Shared Roadmap for System Change

Jointly endorsed evidence based
recommendations to change policy, practice and
funding in our sector and to transform women and
girls' lives

women's aid
until women & children are safe



Project plan

a. Exec summary

Introduction

Women's Aid and SafeLives are the two leading national organisations in the domestic abuse sector. We have come together to achieve one shared aim, which is to:

Transform the lives of women and girls by a systemic change to policy, practice and commissioning that promotes early intervention and reduces the prevalence, impact and tolerance of domestic abuse.

Achieving our aim will transform the range, quality and scale of the current response to women and girls in England. We believe the development of a shared approach to ending domestic abuse, championed by both organisations, will create a unique opportunity for change. The ambition of our project is to achieve national system change on a wider scale than either of us could achieve alone.

'I don't want in my lifetime to 'possibly' see an end to domestic abuse, I want it to become a reality and we must ALL make this happen'.
(Survivor quote)

The difference this project will make

This project brings together the understanding and solutions already developed by the two leading national organisations in the field, in a partnership that transforms the ability of either organisation to deliver and recommend radical system change supported by strong evidence, unified voice, and stakeholder support. The commitment of both Women's Aid and SafeLives to this partnership, and to our critical role in wider implementation, is based on our shared understanding that this opportunity for change only exists in partnership with the other. We can overcome the barriers to system change far better together than we can apart. Our partnership is critical to the success of this project because together we can:

- Influence the sector and wider policy and commissioning environment. Both organisations have exceptional reach and influence. For example Women's Aid has a network of over 220 frontline organisations. In the last year Women's Aid federation of services have supported over a quarter of a million women and children who have experienced domestic abuse. SafeLives' has strong relationships with the police and other MARAC partners nationally, services working with high risk victims and local strategic leads, and both engage with a range of commissioners and service users themselves. The only way to ensure lasting impact is by combining our reach and influence, capitalising on each other's networks and strengths to mutual best advantage to transform the lives of women and girls.

- Disseminate our joint recommendations across the whole sector, UK-wide. We know that neither of our organisations can achieve the system change that is needed alone, or even with just the two of us. Everything we do is with other people and organisations who are equally passionate about ending domestic abuse – and just as determined to get it right. There are many existing approaches which different organisations are very attached to and a lack of capacity to test new innovations / lack of resources to evaluate them. Therefore we both need to work with our networks to develop, test and evaluate the work – ensuring the fullest possible buy-in from all stakeholders from day one. We need to influence and bring people with us, so we all become part of the solution.
- Show what works well, by both bringing strong data and evidence underpinned by the views and needs of service users and providers from our different perspectives about the gaps in the system, and rich information about the communities in which we and local partners and stakeholders work. By bringing this together we will have a knowledge base that is much greater than it would be if it were kept separate.
- Genuinely understand and learn from one another's expertise and perspective and where appropriate build each other's success and learning into our own work. We will also be able to pass intelligence to one another, where the other is best placed to act. For example if SafeLives are told by our service user groups that a particular community approach was needed, they would share that with Women's Aid knowing they have the stronger expertise and experience to respond, and if Women's Aid discovered through their work that a change was needed in the way the police respond locally they may pass this information to SafeLives to take forward.
- Continuously learn from each other's approaches and adapt accordingly to develop joint communication to key influencers nationally and joint guidance to commissioners in the later years of this project. This will allow for positive change to occur in real time that can only happen in partnership and because of the shared evaluation, joint consultation with survivors groups, governance and action learning sets.
- Remove the confusion that currently exists in the sector and within the Home Office and wider government through our joint endorsement of what works, as it is clear the government are keen for both approaches to be tested. Although both organisations' approaches are based on strong evidence, we recognise that the existence of two parallel and different approaches has been confusing to services struggling to identify good practice, training or toolkits, or commissioners and funders wanting to know what works and what gives best value for money.
- Combine the best of both and promote a roadmap with one voice. Services will be confident about what to implement and what improvements to make, commissioners will have the evidence to underpin more intelligent commissioning, policy makers will have a strong steer from the leading national domestic abuse experts in the country about what works. Most importantly of all, this will result in better and more trusted services for women and girls – leading to better outcomes. If we were to test and demonstrate the success of our approaches separately, there would still be two potentially conflicting approaches being recommended to all stakeholders.

- Communicate what works widely and disseminate our roadmap for system change through various channels (online, face-to-face, via social media, training, presentations, regional workshops, national conferences). Important audiences will include: local service providers, the wider women's sector, local and national government, other commissioning agencies, and local partner agencies both statutory and voluntary. This will include engaging stakeholders in our "real-time" learning during the project, as well as major set-piece communications of the formal evaluation findings.

It is only by pooling our extensive experience, expertise, data and networks, and by commissioning an independent and robust evaluation by an academic evaluator alongside ongoing review/feedback and direction by our key beneficiaries that we will we gain the credibility and reach needed to achieve system change on such a large scale. The recent complementary funding announced from the Treasury and managed by the Home Office is further endorsement of our partnership and the difference working together will make for the sector. Our combined early action approach will transform lives, perceptions and raise understanding of domestic abuse England wide. The resulting set of new evidence-based social innovations that can be replicated across England, combined with community awareness raising and training will create real change to the way every woman impacted by domestic abuse is offered and receives support. This will ultimately reduce the overall levels of domestic abuse.

Our approach and the need

We are two very different organisations each striving to achieve the best outcomes for women and children affected by domestic abuse. Our starting points and overall philosophy have been quite different. Women's Aid comes from a needs-based perspective, acknowledging that if services listen to what women say they need and build on their strengths, outcomes are often better and sustained. SafeLives starts from a risk-based perspective, namely that victims who are in danger of the greatest harm need to be prioritised. Both approaches face real challenges in terms of capacity and quality when implemented in practice. We hope our joint work will create the safe space where we can explore how to overcome these limitations.

What we are now proposing is a ground-breaking partnership to test and evaluate the range of interventions which have either been, or will be developed in collaboration with survivors and beneficiaries. By implementing a range of interventions, this project will test both the needs-based and risk-based approaches independently – and through shared evaluation and 'real-time' information sharing and learning, our aim is to combine the best of both approaches so that we end up with a joint Roadmap for System Change. This is ground-breaking because for the first time there will be a clear, evidence-based approach, endorsed by the two leading sector organisations, which can be used by frontline services, the community, commissioners, funders, policy makers, and of course the people we are ultimately here to support, women and children who are affected by domestic abuse.

We are united in our belief that to fully explore what works best in responding to domestic abuse and hence achieve the best possible outcomes for women and girls, we must test both these approaches, commission a full and independent external evaluation, and crucially be

fully open to whatever is proven to work. We will evolve our models and approaches in line with what the evidence is telling us – this is the only way a joint voice will emerge.

Achieving System Change

We know successful system change requires the following elements. Our partnership will work together on all of these:

- Understanding the problem
- Testing of a range of clearly defined interventions to address the problem
- Ongoing data collection to drive learning and improvement
- Input and advocacy from beneficiaries
- Stakeholder buy-in
- Leadership: a dedicated team independent of those directly providing services, whose primary purpose is replication, fidelity and quality
- An independent and robust evaluation by an academic evaluator showing both the human and financial impact

1. Understanding the problem

Domestic abuse is central to many of the most intractable societal problems including – but by no means limited to – drug and alcohol use, mental illness, homelessness and harm caused to children within the family. Its human and financial costs overwhelm the criminal justice and health services. Its impact on women and girls is severe and long-lasting, and it frequently leads to long-term complex needs and dependency on services. Yet in terms of solutions, it appears intractable.

As national agencies, attempts to understand why this is the case are core to everything we do. Individually we have drawn upon data we collect, analysed available evidence, consulted extensively and worked with partners and beneficiaries to develop new ideas that evidence suggests will make a difference. In doing so however, we have become part of the problem – by working separately, whilst advocating to the same audiences, we have created a lack of clarity regarding promising practice which, combined with funding pressures and a lack of robust evidence, is contributing to the apparent fragmentation of the specialist domestic abuse sector. We can however, and will through joint delivery of this project, be a part of the solution.

2. Testing of a range of clearly defined interventions to address the problem

Both our organisations have independently begun to develop a range of interventions that we believe will address the key gaps in the response

today. This project will allow us to test them fully in practice, in different locations and at sufficient scale to draw robust conclusions. We can then establish what combination of support, whether needs-based or risk-based, is most effective for different women to ensure that the response they receive is tailored to them.

We have each separately spent two years working with our stakeholders to address the issues and need outlined above. We have consulted extensively with a wide range of agencies and with survivors of domestic abuse themselves. We have analysed what we believe needs to happen system-wide to 'move the needle' on domestic abuse. These two considerable pieces of work have led to two separate approaches. Women's Aid's approach in this project is to trial new interventions based on a needs-led, strengths-based, person-centred, and community education approach. SafeLives' approach is to trial new interventions which build on and are complementary to the existing risk-led system either for those groups of women and girls who currently get little or no response, or to reinforce the impact of existing interventions.

Each approach will be tested in its own right, in order to ensure that the strengths and weaknesses of the needs-led and risk-led approaches can be understood, through testing the range of interventions associated with each approach, and in order to ensure that all stakeholders in the sector remain invested in the system change which results. Over the course of the project, each national organisation, survivors of domestic abuse themselves, and all partner agencies, practitioners and commissioners involved in the test sites, will come together to share learning and to co-produce the eventual 'Roadmap for System Change', which will draw on the evaluation of all interventions from both approaches.

Women's Aid has developed its response – *Change that Lasts* – based on comprehensive consultation with survivors both national and locally, and in partnership with its federation of local, needs-led specialist dedicated domestic abuse services, and other specialists on related areas of need. To address the gaps identified, it will test three interventions:

- Ask Me – Developing a community based response to domestic abuse.
- Trusted Professionals – Better utilising the relationships that survivors already have with non-sector support workers and equipping these practitioners to understand and address the impact of trauma on women and girls and further widening the opportunities for early intervention.
- Specialist support for women with complex needs – Developing strengths-based, needs assessment and support planning, testing this within dedicated domestic abuse services to better support women with complex needs.

All of these will be tested in three Change That Lasts Adopter sites, likely to be a London borough, Manchester and Northamptonshire – with the Trusted Professionals intervention being tested more widely across three sectors (support for children, support for victims of crime and support for addiction). In delivery Women's Aid will partner with specialist women's dedicated support services, our Ask Me partners (the selection of these will be informed by women and girls in each area), and our Trusted Professional partners: Action for Children, Addaction and Victim Support. The interventions will provide multiple routes for women to access the support they need, based on where and how they chose to seek help. The Change that Lasts approach model is provided in Appendix Q.

SafeLives has developed its response – Getting it Right First Time – together with our national survivors group, front-line specialist services, local government and commissioners engaged in a multi-agency approach. It will create and test five interventions to address the gaps identified:

- Medium-risk – Development of quality services for women identified as at medium risk of harm
- Staying Together – Developing a pathway/ intervention that supports and protects women who remain with the perpetrator, focusing on the safety of the woman and her children
- Children & Young People - Testing specific interventions to work with children and young people who have experienced or are experiencing domestic abuse, supporting both the children and their mothers
- Complex Needs – Ensuring dedicated and extra specialist support for women with complex needs, who are vulnerable and/or requiring intensive support
- Recovery and step-down – support healing and building resilience in women and girls who have experienced domestic abuse

These five interventions will be created and tested with specialist women’s services (listed below) before being piloted and evaluated in two ‘beacon’ areas – West Sussex and Norfolk, alongside the separately funded Drive project (challenging perpetrators of domestic abuse) and One Front Door (a swift, pre-emptive response to safeguarding concerns). These are explained more fully in Appendix S.

SafeLives will partner with five sector-leading specialist women’s organisations: Advance, Aurora New Dawn, Cheshire Without Abuse, Oasis and North Devon Against Domestic Abuse, consulting their expert teams and importantly their client / service user groups to define, codify and co-create a series of interventions for survivors and their children.

Both organisations will work with strategic partners including Police and Crime Commissioners, local authorities, other statutory agencies, local specialist providers and universal services. This will be jointly through the National Oversight Group and Action Learning Sets, as well as separately locally to inform delivery. Throughout the 5 years of the project both organisations will consult and work with service users and beneficiaries to ensure their views and expertise are at the heart of both approaches and the project as a whole.

3. Ongoing data collection to drive learning and improvement

Our pilot sites will prioritise the collection of consistent data through On Track and Insights. In order to build the platform for replication and wider adoption, we need to have clearly codified good practice to assure fidelity to the program of interventions in future and the data we collect will provide this. We will also use it to learn how our new approaches are working in practice and what adjustments are needed to maximize their impact. Both organisations are committed to publishing this and sharing it more widely. The data we collect will allow us to prepare accurate costings for commissioners as well as set clear national practice standards. At the end of the pilot, we anticipate that we will have collected data on many thousands of women’s and girls’ cases, showing the profile of their needs and the risks that they face, the interventions offered and their impact on the beneficiary.

4. Input and Advocacy from service users

Both organisations are committed to the continued development of their new approaches with service users. We believe that this is crucial in three key ways. Firstly, it will help ensure that the quality of our response is as high as possible and sensitive to the experience of those with lived experience of domestic abuse. Secondly, it will be invaluable in helping with the task of influencing policy makers and commissioners. Finally, it will give a voice to women and girl survivors of domestic abuse in shaping responses to provide the best outcomes for women and girls.

5. Stakeholder buy-in

In order to achieve true systemic change there are a number of key stakeholder groups who we need to influence. Together, Women's Aid and SafeLives can make a truly compelling case to support a new approach.

In terms of specialist and dedicated domestic abuse support, Women's Aid has unique strengths in terms of its network of specialist member services and professional domestic abuse workers, while SafeLives has strong connections with Idva services and Marac partners across the country. This will allow the partnership to build on the expertise of the sector, making sure that existing providers' knowledge and experience feeds in to the program outputs and that experts feel listened to, valued and part of shaping the evolving interventions.

The project will also achieve wider buy in from related sectors. The Women's Aid approach will focus on the key areas of parenting, addiction and criminal justice within the voluntary sector and provide a platform for wider national roll-out through existing service support agency frameworks. SafeLives will also work with a range of voluntary sector providers, and will include a specific focus on major statutory agencies. Any effective response to domestic abuse will need to include both the voluntary and statutory sectors.

Both organisations have strong links with national Government departments and Ministers and would be well placed to present the policy findings from the project in a coherent fashion. The Home Office has recognised the importance of our partnership and Christian Papaleontiou, Deputy Director of the Public Protection Unit of the Home Office recently said;

"This partnership has the potential to create a step change in the domestic abuse sector. The further development and testing of both organisations' new approaches is something the Home Office very much welcomes, and the eventual development of a clear road map of interventions, jointly endorsed by both organisations, will be welcomed by service providers and commissioners alike, as well as by government."

The project includes dedicated posts to ensure that practical information and evidence is shared with Central Government and local commissioners and used to inform their decision-making. The ability to bring all these constituencies with us is key and unique to the partnership. Neither of us could do it all on our own. Even with our combined resources and focus, this work will be challenging.

6. Evaluation

We will commission an independent joint evaluation by an academic evaluator that shows both the human and financial impact of our new approaches, and helps discern what elements might usefully be combined. Experience shows that independent data and evaluation is vital if an approach is to be widely adopted. We believe that this will help to give the project greater credibility and traction as we seek to replicate the successful elements within it in the longer term. We intend to include both qualitative and quantitative data on outcomes as well as measuring the financial impact of the project.

7. Leadership

We believe that this is the most important element of our partnership. We will create a dedicated team, independent of those directly providing services, whose primary purpose will be to drive replication of an evaluated and potentially radically different set of interventions and responses to women and girls. Their role will be to build confidence in providers, commissioners and government to adopt a new approach and help assure fidelity to the program and quality of execution. Historically the leadership of the sector has been particularly fragmented, so the strength of joint and coherent guidance coming from both our organisations - for the first time - will be a powerful and important catalyst for change.

Our outcomes

It is important to note that these eight new interventions are the 'how' we will get there: the end result may look very different and our focus throughout will be on achieving national system-wide change. This means we will be flexible and open both to what is making the biggest difference and to what does not work so well; we will constantly evolve our interventions to reflect this; or indeed stop work that is not effective. We will know this by embedding outcome measurement in our plan from the start and from regular review points with our respective partners. Importantly we will build in processes for ongoing input and feedback from survivors and wider beneficiaries who will help us shape the right interventions and keep us on the right track. Though our approaches and the interventions we want to test are very different, we are working to a shared set outcomes. These are:

- Women and girls experiencing DA are supported by coordinated holistic approaches that increase safety, early intervention and resilience
- Local communities mobilised to challenge domestic abuse and advocate for good quality support for survivors
- Evidence based national and local strategies for responding to domestic abuse are informed by survivors
- Survivors take a greater role in co-producing the services they want and need
- Reframed state, private and specialist sector response to domestic abuse that creates positive change for women and girls
- Better quality evidence of what works influences policy, practice and commissioning decisions

Who we will help

Over the project lifetime through all our interventions we aim to support almost 9000 women and girls affected by domestic abuse. In the longer term we anticipate that beneficiary numbers will far exceed these estimates. We will work independently and jointly to establish qualitative focus

groups with survivors and service users to understand their experience. Consultation and co-creation with beneficiaries to shape our interventions, including how they are delivered, will ensure the gaps and barriers that exist are closed, and missed opportunities reduced, as well as giving survivors the voice and recognition that they deserve. Survivors that our part of this consultation will also benefit from being part of such an empowering process. Reflecting and building on the needs of women and girls experiencing domestic abuse we will create high quality responses at every point of the care pathway and develop services that women trust and understand. We will be able to identify quickly if interventions aren't working as we will be listening to survivors and professionals. The wider beneficiaries include domestic abuse specialist services, a range of related professionals, commissioners, funders and policy makers.

b) Organisation Summary

Aims, objectives, legal status	
<p>Women's Aid is the national charity working to end domestic abuse against women and children. Over the past 40 years we have been at the forefront of shaping and coordinating responses to domestic abuse through practice. We empower survivors by keeping their voices at the heart of our work, listening and responding to their needs. We are a federation of over 220 organisations who provide more than 300 local lifesaving services to women and children across the country. We are a charity run by women, for women, and our work is informed by survivors every step of the way.</p> <p>Women's Aid has been working to address domestic abuse for more than 40 years. We are confident in the difference we have made and continue to make to women and children affected by abuse. The voices of survivors are central to the development and delivery of our services and campaigning. In the last year Women's Aid federation of services supported over 250,000 women and children who have experienced domestic abuse.</p> <p><i>"It's time to stop stigmatising women who've suffered domestic violence. We're not the ones at fault. Listen to us! Hear us!"(Survivor)</i></p> <p>What we believe</p>	<p>SafeLives, previously called Co-ordinated Action Against Domestic Abuse (Caada) was set up in 2005 and is dedicated to ending domestic abuse in the UK. Our mission is simple - to make sure all families are safe. We put victims of domestic abuse first. All the work we do is in partnership with others, often frontline domestic abuse services working directly with women and their families.</p> <p>Our focus has been to offer a combination of specialist, tailored support from a qualified Independent Domestic Violence Advisor (Idva) and the resources of the main statutory agencies via the Maracs (multi-agency risk assessment conferences) to help support women and children to stay safely in their homes. We took this approach from small local pilots in 2005 to national coverage, and currently work with close to 290 Maracs across the UK. In 2015 over 80,000 cases were heard at Marac, discussing approximately 60,000 victims and 75,000 children nationally.</p> <p><i>"The support that they [the local Idva service, trained and supported by SafeLives] have offered my son and myself through the worst period in my life has been simply amazing. The support network they created for me enabled me not only to leave my ex, but also stand trial against him twice. With his criminal convictions and the</i></p>

We believe that everyone has a right to live in safety and to have a future without fear.

We recognise that:

Women and children have a right to live their lives free from all forms of violence and abuse, and society has a duty to recognise and defend this right. Domestic abuse is a violation of women and children's human rights. It's the result of an abuse of power and control, and is rooted in the historical status of women in the family and in society.

Our aims are to:

- Empower women who have been affected by domestic abuse
- Meet the needs of children affected by domestic abuse
- Provide services run by women which are based on listening to survivors
- Challenge the disadvantages which result from domestic abuse
- Challenge the inequality and sexism underpinning domestic abuse
- Support and reflect diversity and promote equality of opportunity
- Promote cohesive inter-agency responses to domestic abuse and develop partnerships

Women's Aid's new approach **Change that Lasts** is a strengths-based, needs-led approach which supports domestic abuse survivors and their children to build resilience, and leads to independence. By listening to women we can provide help earlier and make sure its effects actually last. The overall impact of Change that Lasts is the reduction in the number of women and children living with domestic abuse.

Legal status: Women's Aid is a UK-registered charity (1054154) and a UK company limited by guarantee - Company registration number (03171880).

restraining order, I finally feel free and able to move on with my life." (Survivor)

SafeLives' vision

Together we can end domestic abuse. We won't stop until all families are safe.

Who does SafeLives help?

With our partners, we help everyone in every family where there is domestic abuse.

How do we do it?

Our experts find out what works to stop domestic abuse. Then we do everything we can to make sure families everywhere benefit.

What are our values?

We are rigorous. We are experts. We start from the evidence of what works to keep families safe. We make sure that people at the highest risk of harm get the fastest help. We are human. We put the safety and voice of the family at the heart of everything we do. We are warm and practical. We work in partnership with others. We are courageous. We try new approaches and we find solutions. We share our successes and learn from our mistakes. We are independent and tenacious.

SafeLives' new strategy for 2015-18 **Getting it right first time** widens our work to support the whole family from identification through to step down and recovery, to respond more effectively to families living with different kinds of abuse. Our overall goal is to reduce the absolute level of domestic abuse and to reduce the time it takes victims and children to get help.

Legal status: SafeLives is a charitable company limited by guarantee (5203237), incorporated on 11/08/04 and registered as a charity (1106864) on 18/11/04.

Services/activities we run and how these are delivered and who benefits from them

The 24 Hour National Domestic Violence Helpline (NDVHL) (run in partnership with Refuge since 2003) and our range of online services, including the Survivors' Forum, directly help hundreds of thousands of women and children every year. Our campaigns achieve change in policy, practice and awareness, encouraging healthy relationships and helping to build a future where abuse is no longer tolerated.

Our unique On Track outcomes measurement framework is a national outcome measurement system with a package of resources that enables services to demonstrate the difference their work makes to beneficiaries. The Women's Aid Annual Survey is the most comprehensive collection of data on domestic abuse services in England – this year sent to nearly 350 services. The 2014 survey collected information on 74,500 women and 13,701 supported directly through community-based services (54,208 children supported indirectly through support given to their mother), and 6,163 women and 6,665 children supported by refuge services. The UK Refuges OnLine (UKROL) database set up and run by a partnership of the four UK Women's Aid federations gives detailed near real-time information on around 500 local services UK-wide. We also collect anonymised aggregate data through the NDVHL (run in partnership with Refuge) on: demographics, abuse type they or a third party are experiencing and call outcomes.

Women's Aid provides expert training, qualifications and consultancy to a range of agencies and professionals working with survivors or commissioning domestic abuse services. We offer survivor-focused training for Refuge, Outreach, Programme Facilitators, DAPAs, IDVAs, Children's Workers and more. Our quality standards provide a simple overview for commissioners about what a good, effective service looks like, and the value it can deliver locally. Currently 35 services have attained our quality standards.

SafeLives' Insights outcome measurement programme was developed for specialist domestic abuse services and specifically designed to put the survivor's experience at the centre of data collection and analysis. Our data set of nearly 45,000 unique domestic abuse cases is the largest and richest in the UK and we use this to drive improvements and to help commissioners and strategic leads plan and deliver effective domestic abuse services. 40+ services – Idva, outreach, advice and helpline, refuge and Isva work - use Insights.

We also collect data from services spanning 19 areas which work with children and young people who are either affected by domestic abuse or in an abusive relationship themselves. More than 40 domestic abuse services have also achieved accreditation with our 'Leading Lights' quality mark, which is increasingly recognised by commissioners.

We provide accredited learning, practical tools, follow up and continuing professional development for frontline services. We have trained over 2,000 Idvas to date. Besides our flagship Idva qualification we also provide training for service managers and for all Marac roles, as well as training in responding to victims of sexual violence, in stalking and harassment, in working with families and for those working in frontline services. We also offer the UK's only accredited training for Young People's Violence Advisors.

Relevant experience and expertise of board members, trustees and senior management team

Board

Women’s Aid grew from a grassroots movement, which is why it is so important to us that we are still influenced by local domestic abuse services, as well as professionals from different sectors. Currently six of our 11 Trustees are directors or chief executives of local services from within our national federation and bring invaluable local knowledge, skills and experience of direct service management. We also ensure survivors are represented on our board. Skills on our board include: management, violence against women and children, fundraising, equality and diversity, impact measurement, HR management, business development, marketing, finance, campaigning and political influencing, criminal justice, legal advice, presentation skills, lecturing, researching, publications, communications and public relations, commissioning, training.

Executive Management Team

Our CEO has delegated authority from our Board of trustees for the day to day running of the organisation. She is supported by 3 Directors and their teams: Director of Operations, Director of Policy, Voice and Membership, Director of Business Development and Communications. The EMT has a wealth of experience in the sector and their specialisms. Further information is included in Appendix O.

Board

SafeLives’ eight Trustees have between them a range of relevant expertise including health, safeguarding, child abuse and child protection, mental health, psychology and family counselling, substance misuse and addiction, social care, policing, criminal justice and security, leadership, diversity, finance and investment, business strategy, communications, social investment and entrepreneurship, consumer protection, philanthropy, technology, charity management and funding.

Senior Leadership Team

SafeLives’ four-strong Director team is led by the CEO and Founder and comprises the Director of Practice, Director of Programmes and Innovation, Director of Finance and Resources, and Director of Marketing and Communications. The SLT has extensive experience in fields relating to finance, operations, policy, public affairs, practice, training and accreditation, analysis and impact measurement, crime and policing, strategic communications and organisational positioning, together with overall expertise of partnership working within the UK domestic abuse sector. Further information is included in Appendix P.

Policies and Procedures	
<ul style="list-style-type: none"> • Equal opportunities policy (Available on request) • Safeguarding policy (Available on request) <p>We have a nominated lead for safeguarding and child protection issues with overall responsibility for co-ordinating safeguarding action and providing guidance and support to staff.</p> <p>Staff and volunteers whose work may bring them into contact with children and vulnerable adults (directly or online) are checked at recruitment through the Disclosure and Barring Service.</p>	<ul style="list-style-type: none"> • Equal opportunities policy (Available on request) <p>SafeLives does not work directly with or provide services to vulnerable adults, young people or children so we do not currently have a safeguarding policy. Where required staff members are DBS checked.</p>
<p>We will both ensure that all our local delivery partners have fully up to date and regularly reviewed safeguarding protocols and policies and this will be built into our agreements with them.</p>	

How our project fits with Women's Aid's and SafeLives' existing services
<p>This project and subsequent learning will feed into our respective approaches and wider work to enable us to achieve strategic system change together. As we learn about what works well across all our interventions, and as the interventions evolve, we will continuously look for ways to build the learning into our everyday work.</p> <p>We will both test our approaches utilising the considerable expertise across both our organisations, and the expertise of our partners and our established contact with survivors to see how responses are developing. We will also use our established marketing and communications and campaign and lobbying channels to influence change through current contacts.</p> <p>Together we will learn from our partnership and support the rollout of our approaches by embedding improved local responses. By working collaboratively we aim to increase the opportunities for intervention (particularly with harder to reach groups), facilitate earlier and more effective intervention and access to support, and improve local cross sector referral processes.</p>

Management structure including decision-making processes and key lines of communication or reporting

We are accountable to our board. They are ultimately responsible for the governance of the charity and meet quarterly. They update a risk register re: Fundraising, organisational, reputational risk.

We also have 3 sub committees that meet throughout the year:

- Operations subcommittee (including financial oversight of the charity) (quarterly)
- Business Development and Comms (twice a year)
- Policy, Voice and Membership (quarterly)

Our CEO has delegated authority from our Board of trustees for the day to day running of the organisation and is supported by our Executive management Team (EMT), who meet weekly. EMT are supported by 7 operational managers and their teams.

People directly affected by the issues are involved in all levels of the organisation. We consult with survivors through our survivor forum, survivor panels, surveys and survivor ambassadors, ensuring they all shape our work.

Trustees are appointed for a three-year term that may be renewed for another three years. All Trustees receive a full induction programme. The Board are responsible for the governance of the charity according to the terms of the Memorandum and Articles of association, and meet quarterly, with authority for the day-to-day running of the charity delegated by the Board to the CEO. The Finance Sub Committee meets quarterly, and the Remuneration Committee meets at least once a year.

The Board maintains a Risk Register which tracks risks to the organisation posed by changes in the sector, demand for services, levels of funding and staffing. This is reviewed at every quarterly Trustee meeting and any changes in risk levels are noted and a mitigation plan put in place for each.

We rely on expert advice from our external advisers in relation to employment law, health and safety and in some accounting matters. The CEO is supported by the Senior Leadership Team (SLT), which meets weekly. The SLT is itself supported by ten posts which head specific operational and delivery areas across the broader team - the Operational Management Team (OMT), which meets monthly.

Please see appendices for further information:

- Partnership Governance and Operational Structure Diagram (Appendix J)
 - Joint Project Staffing Diagram (Appendix K)
- Organisation charts for Women’s Aid and SafeLives (Appendices M and N)
- Memorandum and Articles of Association for both organisations (Appendices T and U)

Experience of delivering similar projects

We have a wealth of experience delivering similar projects that improve frontline practice and help professionals. Partnership working is part of who we are.

We regularly partner with our sister organisations in Wales (Welsh Women's Aid), Scotland (Scottish Women's Aid) and Northern Ireland (Women's Aid Federation Northern Ireland). We developed a national qualification suite together across the 4 areas, providing a framework for the sector. Welsh Women's Aid assisted in the development of Change that Lasts. We also regularly work with our member organisations including piloting our outcomes measurement framework On Track, reviewing and being involved in our service quality standards, developing Change that Lasts itself and offering value add and partnership support to local projects which would be enhanced by our national support.

Refuge - The Freephone 24 Hour National Domestic Violence Helpline, run in partnership between Refuge and Women's Aid, is at the heart of a co-ordinated national response to domestic violence, providing a gateway for women and children in crisis. The service is considered by many to be the 4th emergency service, and undoubtedly saves lives. Refuge is a UK national charity and refuge service provider and are one of our members.

Imkaan – Since 2012 we have been working in partnership with Imkaan to deliver the Sustaining Specialist and Dedicated Services programme to support smaller, specialist services when bidding for contracts. This includes assessing the needs of local specialist domestic abuse organisations and working with them to prepare for and help them bid for contracts, including helping them improve their outcomes monitoring, as well as influencing local authorities directly to improve how they commission. Imkaan articulates a separate and

Partnership working is fundamental to SafeLives and since its inception we have worked with a range of both statutory and voluntary organisations in close cooperation to achieve our goals.

SafeLives brought about system change and transformed the response for high risk victims of domestic abuse through initiating the roll out of the Idva/Marac model. We have taken this approach from a few local pilots helping hundreds of women in 2005 to national coverage, and currently work with close to 290 Maracs across the UK, supporting 80,000 victims and their children. Our work to support Maracs involves multiple partnership working with local agencies including Idvas, police, health, schools, social work, child protection, probation and housing. These activities have helped to strengthen the local voluntary sector.

A SafeLives staff member was seconded to the College of Policing to write their new training programme on domestic abuse with our recommendations agreed for implementation. We also sat on the HMIC's reference group for their domestic abuse inspection, and reviewed the response to domestic abuse for police and crime commissioners and local authorities in Northumbria, Humberside, Hertfordshire, Essex, Somerset and South Wales, amongst others.

Recent partnerships working with other charities has included:

- A partnership with Barnardo's, Ikwro, Leap and the Marie Collins Foundation for our young people's programme;
- A partnership with Victim Support to develop their services for victims of domestic abuse; and
- A partnership with Action on Addiction to deliver professional training about domestic abuse and substance misuse.

<p>specific BME women’s perspective on violence against women and girls that Women’s Aid values and supports.</p> <p>College of Policing – Women’s Aid were invited to develop and deliver their new training programme on coercive control and continue to be involved with the roll out nationally.</p> <p>HMIC - We are a member of the HMIC’s Domestic Abuse Advisory Group for their domestic abuse inspection, we ran focus groups with survivors for both HMIC inquiries into Domestic Abuse to date and five staff have been Peer inspectors in the HMIC inspections for the reviewed the response to domestic abuse for police and crime commissioners.</p> <p>Bristol University (UoB), Cardiff University & Welsh Women’s Aid – UoB has recently been granted Economic and Social Research Council (ESRC) funding to address how “justice” – in its wider sense – is understood, sought and experienced by survivors of gender-based violence as well as by key practitioners. We will partner the academic institutions and provide advice and guidance during the fieldwork and help with dissemination and impact engagement. We are also working with UoB to develop a new piece of research to identify if there is a link between football and domestic abuse, and have also worked with human rights campaign Equally Ours to create a Football United awareness raising short film for football clubs. We are also working with Premier League, the FA and professionals across the football association in partnership to tackle sexism, attitudes and behaviours that underpin domestic abuse.</p> <p>We are collecting data on women killed by men since 2009 in the Femicide Census, developed by Karen Ingala Smith, Chief Executive of nia, in partnership with us and support from Freshfields Bruckhaus Deringer LLP and Deloitte LLP. The census currently has information on 852 victims and 750 perpetrators.</p>	<ul style="list-style-type: none"> • A partnership with Action on Addiction and Place2Be to deliver counselling to parents and children from families affected by substance misuse and domestic abuse. <p>Current Partnerships</p> <p>We work with close to 290 Maracs around the UK, supporting the chairs (usually police officers) and co-ordinators, through training and resources, to run effective meetings that make victims safer.</p> <p>Our Themis research looks at the impact of locating Idvas in hospitals, in partnership with Worth services (West Sussex), the Bristol Royal Infirmary emergency department Idva service, Cambridge County Council Idva service (2 hospitals), North Devon Against Domestic Abuse and Next Link service in Bristol. Nearly half of hospital Idva clients are not known to any other service for domestic violence and many have very poor mental health.</p> <p>SafeLives is currently engaged as lead partner in a large, multi-site pilot (‘Drive’) together with Respect and Social Finance: this is a specifically targeted intervention on a ‘divert or disrupt’ model for perpetrators of domestic abuse, with its goal the safety of victims and children. The £4.2m pilot, the first of its kind, has local commitment (from both PCCs and local authorities), will be independently evaluated by the University of Bristol and will begin operations early in 2016.</p>
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Projects working/worked on together

Sooner the better

Women's Aid and SafeLives are partnering on 'Sooner the Better', an early intervention program supported by Treasury funding. Up to four of our pilot sites will be developed commonly. We will then run several sites independently, creating at least 10 pilot areas in total. The learnings from the Sooner the Better, early intervention program will be shared directly with this project.

Sector Sustainability Working Group

We are also working together along with Imkaan, Rape Crisis England and Wales, and Respect in the VAWG Sustainability Working Group (founded by Women's Aid) to provide shared core standards to function as benchmarks across the specialist VAWG sector for service providers, funders and commissioners about services that should be available, who should provide them, and the principles and practice base from which they should operate.

Creation of a commissioning toolkit

Together we are working with Lloyds Bank Foundation, Imkaan and Welsh Women's Aid in response to the challenges faced by domestic abuse services by changes to the funding and commissioning process. The project draws on the expertise of commissioners and service providers as well as the experience of survivors across England and Wales to create a commissioning toolkit to support best practice in commissioning for domestic abuse services. In particular, the group aims to facilitate better commissioning, ensuring that the best use is made of available budgets to help survivors. In particular, the group aims to ensure that commissioners know how to design a fair and well informed tender process that can deliver best value. The work will also enable commissioners to better understand needs (and the nuances within this), provision and what services are needed in their area. Better commissioning will mean that better services are available to domestic abuse survivors.

c) Partnerships

Joint Partnership between Women's Aid and SafeLives:

We believe the development of a shared approach to ending domestic abuse, championed by both Women's Aid and SafeLives, will create a unique opportunity for practical recommendations for systemic change that will improve the safety and wellbeing of current and future survivors of domestic abuse. The commitment of both organisations is based on understanding that systemic change to transform the lives of women and girls enduring domestic abuse is not possible for either organisation alone.

How we will achieve systems change together:

This partnership will test, evaluate and establish the strengths and challenges of two approaches to service delivery and to system change itself. As learning emerges about each approach, it will be shared across the partnership and with beneficiaries, practitioners and commissioners. Practice and strategy in all sites will also emerge, newly developed theories will be tested and interventions will evolve so that the outcome becomes greater than the sum of its parts in achieving the best outcomes for women and girls.

Through our evidence base our unified voice will provide reassurance and leadership to the sector. Our combined influence at local and central government level will accelerate and embed national systems change.

For this partnership to be truly transformational, we need to be fully open to the results of one another's work and to what the evidence is telling us. We have built in mechanisms including our action learning sets, to ensure that our learning is 'live' and we are continually updating and improving on our work as we learn. This means the evidence will be used to directly inform the evolution of the interventions. The partnership will also provide a platform to share anecdotal feedback or data gathered through this project or other activities outside of this project that the other organisation could take forward more effectively or which would benefit the outcomes of this project.

The focus of our project is women and girls and therefore we are open and expect the practical recommendations we make regarding the scale up at the end of the project to take the best of both approaches for survivors. This is the crux of why our project is so unique and powerful, and will have such a strategic impact, creating an easy to follow Roadmap for System Change.

Working arrangements:

Details of our working arrangements, roles and responsibilities are set out in our draft Partnership Agreement in appendix E. Within these we are committed to:

- Create a Joint Working Group and Joint Programme Board to oversee the provision of the Project Activities. The Joint Programme Board will ensure that the project continues to work towards achievement of the overarching vision and objectives and address any issues that

may prevent this. It will facilitate a working relationship between the project partners based on trust, and maintain oversight of the project's compliance with the funder's requirements. The aforementioned group and board will ensure both organisations are responsive to emerging and final findings and ensure we publish joint agreed communications. Please refer to appendix J for our Joint Partnership Structure Chart.

- Maintain and develop our risk register as provided in section r) risk management, below. We're aware of the challenges ahead and the need for active strategies to mitigate these. This register will remain a live document updated at each Joint Working Group meeting and scrutinised at each Joint Programme Board meeting.
- Remain focussed on delivering the most positive outcomes for women and girls and committed to our theory of change. We have established two main mechanisms critical to this: the jointly commissioned evaluation by an independent evaluator who both partners trust and respect; and our joint work with survivors and other stakeholders to provide a continuous feedback loop. These will be strengthened by our current outcomes measurement tools: On Track and Insights.
- Be influenced by the expertise of our local partners and beneficiary feedback. This input will be fed into our action learning sets to provide real time evolution and change across the two models and approaches in line with what the evidence is telling us – this is the only way a joint voice will emerge.
- Be open to change - It is possible that one or more of our interventions will either not work or have pitfalls. This is inevitable when testing genuinely new approaches.
- Respond to an evolving political landscape and context. We have already seen an example of this, with the partners coming together in response to monies announced in the Spending Review in November, to deliver improved outcomes for survivors through early intervention.
- Be agile in adapting to changing environments and increase or change in beneficiary needs or service supply.

Other key partnerships

We have identified key partnerships that will enable us to create and develop an approach to achieve the national system change aim of this project through beneficiary co-development support, critique and expert opinion and delivery. These are detailed in the Executive Summary above and further in the Joint Project Key Partnerships Appendix L, and can be summarised as:

- **Strategic partners:** working with Police and Crime Commissioners, Local Authorities, Commissioners and a range of other multi agency partners within the delivery areas.

- **Delivery and advisory partners:** the organisations with whom we as a partnership will consult, develop, test, pilot and deliver our activities, including sector-leading specialist women’s organisations and non-domestic abuse sector organisations.

d) Learning & Evidence

Both Women’s Aid and SafeLives have developed strategies and independent theories of change setting out our organisational and program aims and objectives. Copies of Women’s Aid Theory of Change is provided in Appendices Q and V and copies of the SafeLives’ resulting blueprint strategy included in Appendix X.

To identify the need for change and develop and test our theories of change for new ways of responding to domestic abuse, both organisations have consulted extensively over the last two years with a wide range of statutory and voluntary agencies, with survivors themselves, and other stakeholders; this has included work with strategic Home Office leads working on Violence Against Women and Girls to explore how this work can be embedded within local strategy. This work is summarised below. Our partnership will test, evaluate and establish the strengths and challenges of the two approaches that have been developed as a result; as learning and evidence emerges about each approach it will be shared on an ongoing basis across the partnership and with beneficiaries, practitioners and commissioners.

1. Beneficiary Consultation:

- Widespread consultation with survivors in England in the north-west, north-east, Midlands, London and south coast. Women’s Aid’s consultation has involved women at different stages in their journeys to safety and well-being, from those in refuge accommodation to those who had left the relationship several years ago but were still accessing some services and part of peer support groups, including women both separated from and in a relationship with a perpetrator.
- Consulting with women not accessing services, through Women’s Aid’s Survivors Forum.
- Consulting with survivors of abuse and families of victims through SafeLives’ regular ‘friends and family’ sessions

2. Statutory Agency and Commissioner Consultation:

- Consulting extensively with representatives from multiple points of contact across networks spanning the domestic abuse sector to gain an understanding of the diverse needs of different groups of beneficiaries, such as agencies with specialist expertise in children and young people, physical and mental health, substance misuse, policing, perpetrator management, housing, poverty and minority communities.

3. Voluntary and specialist domestic violence service consultation, data collection and review:

- Consulting with domestic violence specialists at our National Conferences. Women’s Aid’s ‘Change that Lasts’ two-day 2015 conference included programmes, workshops and a full members’ day committed to discussing and reviewing the model with around 100 specialist organisations and professionals from other sectors represented. SafeLives’ 2015 conference launched ‘Getting it right first time’ to an

audience of sector professionals including 80+ specialist organisations, 20 police forces, 30 local councils, the Home Office and academic and health organisations.

- Continuing to consult with an active CEO network of 114 member organisations and at Women's Aid regional network meetings.
- Consulting with CEOs across the four Women's Aid UK Federations in Wales, Northern Ireland, Scotland and England.
- Gaining the views and feedback of sector leaders and experts, through SafeLives' regular 'critical friends' sessions.
- Both organisations collated data on domestic abuse services across England to provide a comprehensive picture of provision and shared this data with the Department of Communities and Local Government.¹ SafeLives has also provided details of their annual Idva count (the most comprehensive count of these services) to police and crime commissioners across the country.
- Continuing to develop a rich intelligence picture from around the country using SafeLives' Insights outcome measurement tool, to establish data on gaps in provision and data on impact in order to target resources effectively, measure what really works, reward quality outcomes and correct problems quickly, and to challenge local funding models which incentivise ineffective commissioning.
- Collecting information using the Women's Aid Annual Survey from local services and the thousands of women and children they support. This includes information about how services are funded. The Annual Survey is the most comprehensive collection of such data in the country, covering many tens of thousands of individual women survivors and their children, and is invaluable in helping to inform the sector, stakeholders and decision makers.
- UK Refuges OnLine (UKROL) set up and run by a partnership of the four UK Women's Aid federations gives detailed near real-time information on around 500 local services UK-wide: current information about vacancies (bed-spaces) available and the range of specialist service support available (such as outreach services, languages spoken, accessibility features). The data base also provides detailed data across London on where referrals come from, where service users move on to, barriers to support, and any protected characteristics or additional support needs.
- Working with charities such as Addaction, Place2Be, Action for Children, Barnado's, Victim Support, Social Finance and Respect to improve support for those impacted by domestic abuse (primarily women, girls and their children).

4. Related service delivery agency consultation:

- Consulting with other stakeholders in related sectors – through a series of one to one meetings, presenting at conferences, use of social and other media, and attendance at and presentations to multi-agency fora. External stakeholders have included local, national and regional representatives, local authority commissioners, voluntary sector organisations and children's charities including the NSPCC, The College of Social Work, College of Policing, CPS, Local Government Association and Association of Directors of Adult Social Services.

5. Expert and Academic Consultation and Review:

- Undertaking a literature review and a desk top review of existing model frameworks – both within the domestic violence sector and beyond. This has enabled us to draw on elements that work well and identify the theoretical support for a new approach.
- Holding regular expert advisory groups including representatives from academia.

¹ This data contributed to the decision to invest a further £40 million in domestic violence services in November 2015.

Building on the learning and evidence from the above, and our individual theories of change, both organisations have analysed what we believe needs to happen system-wide to 'move the needle' on domestic abuse. We then came together to develop a joint Theory of Change which looked at the approaches we had both developed as a result of this work. Through this process we explored how we could develop, test and evaluate the two approaches side by side so that using the independent evidence we could evolve our approaches and produce a joint Roadmap for System Change. Our joint Theory of Change can be found in Appendix A.

e) Strategic context

The current national political context makes this project particularly timely. The government is open to change and has been responsive to many of the messages from the VAWG sector and is publically supportive of this partnership at the highest levels.

Competing or complementary services and provision in the areas you'll be working in:

Together we will be working across five main locations to test our two approaches. To do this we will be working with dedicated domestic abuse services based in the areas, as well as with other specialist services (e.g. drug and alcohol, mental health), commissioners and others. We have both had extensive conversations with our local partners to understand the current local provision, context and ensure our work will meet existing gaps in the area and complement existing provision. To the best of our knowledge, our work will not directly compete with any other provision in the areas, and in many cases it will build on current expertise and add significant value to the local specialist services, helping to build and improve local infrastructure.

Gaps identified in existing provision and how the project will be responding to these

We have consulted extensively with our wider stakeholders and beneficiaries over the last 12-24 months to understand what the most urgent gaps are in provision. Together we believe that there is currently:

- Little in the way of early intervention for victims and their children and limited opportunities to report abuse
- Lack of a coordinated community response despite many areas having a VAWG strategy
- Not enough focus on addressing the needs survivors and their children face within existing provision
- A lack of understanding / knowledge amongst non-domestic abuse professionals who report feeling powerless because they don't know how to respond effectively
- Lack of specialist support as services have reduced resources
- Lack of support for survivors with complex needs
- Gaps in support for children and young people affected by domestic abuse, and a lack of joined up response for victims and children
- Lack of support for victims who stay with the perpetrator
- Lack of support for older women
- A limited menu of services to support recovery for women and children
- Lack of robust evidence on 'what works' in the delivery of sensitive and responsive services to domestic abuse due to funding gaps

This project combines a variety of responses to address these gaps including:

- Widening the opportunities for early intervention through Ask Me and Trusted Professional role, which identifies and enables opportunities for disclosure in local areas
- Supporting women by meeting their range of needs and those of their children, including testing of an intervention specifically for children and young people who have experienced domestic abuse
- Facilitating the shortest, and/or most effective route to safety, freedom and independence for each survivor
- Supporting opportunities to disclose with publicity schemes, increasing understanding about domestic abuse
- Ensuring dedicated and specialist support for women with complex needs and or requiring intensive support in a safe environment.
- Equipping practitioners to understand and address the impact of trauma victims and their children
- Developing a pathway / intervention that supports women who remain with the perpetrator which will keep her and her children safe.

The gaps and solutions above follow in-depth Theory of Change processes which included input and demand from survivors and their friends and family, from local specialist services (both domestic abuse and related services such as mental health, substance misuse), the local funding landscape for the sector and the political climate. For this reason we are confident that we have identified the right issues to tackle – those that, if we get right – will have the greatest positive impact on the lives of women and girls.

Needs analysis conducted with the people who will benefit in the locations

We have not yet conducted detailed needs analysis in the locations we will be working in, as some areas signed up recently and others are to be confirmed. However we will be doing this as part of the project development.

As a partnership we have included beneficiaries in our Theory of Change process and have drawn up plans for involving beneficiaries in co-production and development of services from a local level through to our project governance and management structures. Below is a summary of our broader needs analysis work to date.

Women's Aid have undertaken consultations with survivors and service providers in the north-west, north-east, Midlands, London and south coast, and focus groups in Wales. This involved women at different stages in their journeys to safety and well-being and input from specialist services who have beneficiaries at the centre of their work. They have held regional meetings and discussions with specialist services in Wales, led by Welsh Women's Aid. Their local partners have already consulted with survivors or have strategic commitment to hear the voices of survivors in their developing VAWG strategies and delivery of domestic abuse services and programmes. Feedback from survivors included:

- *“What am I going to do? I'm so afraid. I can't leave. The bank said I have to stay put or I'll be liable for the mortgage if he doesn't pay. The council said I'd be making myself homeless if I leave. I've got a job, I can't just leave. I just want somebody to help me.”*
[Call to the Helpline]

- *“If there’s to be a new model it must be based on effective outcomes for survivors and not just effective processes – if we did the same things with all cases we wouldn’t get the same results because we’re not making widgets. This is people’s lives.”[Participant in North-East focus group]*
- *“I kept going to all these places for help but they weren’t listening. I went to the GP and she said I was depressed. I wasn’t depressed I just needed help to get away. So she gave me pills. I took them then he said I was mad and used this against me too. Once I finally got the help I needed I was much better. If only they (agencies) had listened to me. I just needed to know what my options were.” [Participant in North-East focus group]*

SafeLives have held two survivor and family and friend sessions with a group representing different geographical areas and different issues / stages of their journey. These include those who have experienced abuse directly, as well as friends and family of those who have been killed by their abusive partner. We also held ‘critical friend’ sessions – inviting local commissioners, service managers, service providers and funders to hear about our plans and give honest feedback including how our plans may work / experience barriers in their local areas. Both our beacon sites (Norfolk and West Sussex) have consulted with beneficiaries in their local areas to understand need, and our expert partners have structures in place to do this on a regular basis.

Feedback from survivors and friends and family included:

- *“Don’t pass me on”*
- *“I’m a person. I don’t fit into one of your categories”*
- *“I don’t want to break up my family”*
- *“No one understands what happening for us as a family. We have 8 professionals in our house but each one cares about something different.”*
- *“I’m not the problem. I want help for him to stop.”*
“My Idva saved my life but my peer support group healed me”

Links with other services, initiatives or strategies so that your project will add value

We want to make sure that as we test and develop this work and consult with our local areas in an ongoing way, the project adds value to existing work and strategies and vice-versa. One of the most important things that will help us do that is securing buy in from local commissioners and through local strategic leadership and both organisations have built solid relationships in our respective areas to facilitate this. Both Change that lasts and Getting it Right First time have been developed with a range of stakeholders both within the women’s sector and from other sectors to ensure the new approaches complement and build on existing provision.

For Change that lasts this has included:

- A review of the literature and data from Women’s Aid’s Annual Survey, the National Domestic Violence Helpline, (run in partnership with Refuge) and UK Refuges on Line (UKROL) to identify gaps.

- Meetings with a range of stakeholders from different sectors for detailed exploration of the approach they currently take and exploring how a strength/needs based approach may enhance current practice. This has helped garner cross-sector support for the model being developed.
- Consultation with external stakeholders– through a series of one to one meetings, presenting at conferences, use of social and other media, attendance at and presentations to multi-agency fora, sharing the model and its principles through various sector specific mailing lists.

For Getting it Right First Time this has included:

- Conversations with local authorities, commissioners (including Police and Crime Commissioners) – who have in turn consulted with senior colleagues and services locally to avoid duplication and ensure full buy in.
- Identifying complementary work - for example both beacon areas are keen to see how the work to become a beacon site might link with the 'trauma pathway' that they are trying to develop for victims of CSE and CSA. They also both have strong responses to safeguarding children and to domestic abuse (Norfolk has a fully functioning Mash and Sussex has a sophisticated model to integrate working with families), and both areas are keen to explore how to build on this approach through becoming a beacon site.
- Data from services using SafeLives' Insights monitoring evaluation tool, as well as consultation, meetings and feedback sessions to understand the existing gaps in provision and to ensure in developing new initiatives that these will support existing local infrastructure.
- Through SafeLives' five expert partners who will continue to advise throughout the process with input from their beneficiaries. Learning and added value should be a two way process within these partnerships.

How the project is additional to anything statutory bodies have an obligation to provide

Part of the over-arching issue for the sector is the lack of statutory duties or national frameworks relating to the commissioning of domestic abuse services. Where a statutory threshold for support exists, most women and girls do not meet it, and those that do often get a short term response. This project will not be plugging any statutory gaps, but rather through testing and evaluating two different new approaches to create an evidence based 'Roadmap for System Change', we hope to encourage sustainable funding longer-term – locally and nationally with commissioners compelled by the data to invest in life and money saving services and interventions. In short, one aim of this project is to provide evidence for policy and practice change, including the behaviour of statutory agencies.

Where applicable, how your project benefits from being part of a larger initiative.

This is a joint, Women's Aid and SafeLives project. It is the single largest initiative in our sector and has three main 'axes' - a) depth of provision, b) wide geographical reach (especially through the Trusted Professionals) and c) thematic focus. Our aim is that as well as testing both approaches side by side, through shared evaluation and 'real-time' information sharing and learning, we will end up with a joint Roadmap for System Change which combines the best of both approaches. This is exciting and brand new, because for the first time ever there will be a clear, evidence-based approach, endorsed by the two leading sector organisations, which can be used by frontline services, the community, commissioners, funders, policy makers, and of course the people we are ultimately here to support, women and children who are affected by domestic abuse.

Where England wide how the project fits with the national landscape of the women and girls sector.

Nationally, the VAWG sector is overstretched, under-funded, and can be fragmented with patchy provision.

While there are some areas of effective practice, with many professionals doing a great job under real pressure, there are significant gaps in current provision, many of which impact most on marginalised, vulnerable, and hard to reach groups, such as BME women or disabled women. Capacity falls far short of demand. This funding climate does not reflect the energy invested by the thousands of advocates within the sector over the years, and can undermine partnerships and good working relationships between organisations through the impact of competitive tenders for ever-shrinking funds, and in particular undermines specialism, innovation and any investment evaluation. The project will provide a high profile model of partnership working in a sector where partnerships are increasingly essential for survival locally, and traditionally difficult to establish and to maintain.

The response from statutory partners and commissioners is variable and all too frequently the support women receive is not coordinated, often meaning that the value of specialist provision is not maximised. There is evidence of the ineffectiveness of statutory agency responses to domestic violence and abuse and their failing to work effectively with specialist services and there are also indications that the current responses are not reducing the rate of domestic violence. Through the project we are aiming to address the existing gaps and use the strong evidence from the work to make the case for sustained and future funding for the sector.

In the sector there has also historically been divisions and paralysis in part due to a lack of leadership and clarity around what works. We think it is important to acknowledge that our two organisations have championed quite different individual solutions to date. Through this new partnership we are acknowledging that whilst we previously may have contributed to the problem we are pledging to be part of the solution going forward – offering a Roadmap for System Change, based on solid evidence, and with a joined up voice.

f) Project Need

A snapshot of domestic abuse in the UK

- On average two women are killed by their partner or ex-partner every week in England and Wales.² Nearly a third (28.3%) of women - an estimated 4.6 million women - have experienced domestic abuse since the age of sixteen.³ Domestic abuse related crime represents a significant

² Office for National Statistics citing Homicide Index, Home Office ([Published Online](#): Office for National Statistics, 2015 - Go to the first bulletin table and click on the tab labelled Figure 2.5) (Calculation: Total number of female homicides by partner/ex-partner in last 10 years = 914, Number of weeks in 10 years = [520], $914/520= 1.75769231$, rounded up to 2 to get a whole number.) Women's Aid is also collecting data on women killed by men in the [Femicide Census](#), which has been developed in partnership by Karen Ingala Smith, Chief Executive of nia, with Women's Aid, with support from Freshfields Bruckhaus Deringer LLP and Deloitte LLP.

³ Office for National Statistics *Crime Statistics, Focus on Violent Crime and Sexual Offences*, 2013/14 ([Published online](#): Office for National Statistics, 2015), p. 1

share - 8% - of total crime and accounts for a call to the police every 30 seconds.⁴ But the scale of the problem is far wider since many women won't call the police about the abuse they endure – so we have to find other ways to reach them, and get them the right help. Living with severe abuse for many years – abuse which can be physical, sexual, and involve jealous or controlling behaviour - has a huge impact on women's physical and emotional health. 45% of women survivors of domestic abuse responding to the Crime Survey of England and Wales 2012/13 reported mental or emotional problems as an effect of the abuse they had experienced.⁵ Recent Women's Aid research shows the impact financial abuse has on survivors of domestic abuse with 77% of survivors reporting it affecting their mental health and 52% of survivors saying it prevented them leaving the abusive relationship.⁶

In addition, women disclosing abuse are not given effective support. One in four women experiencing domestic abuse have reported incidents to the police, on average 2.5 times, while half of those have repeatedly sought help from their GP – on average, nearly five times annually – as well as from A&E and community domestic abuse services.⁷ This means that failed requests for support are frequently seen as a 'normal' part of a woman's journey.

Domestic abuse has a huge impact on children and young people

- Children are too often the forgotten victims and we know that children living with domestic abuse are extremely vulnerable to physical and psychological harm. One in seven (14.2%) children and young people under the age of 18 will have lived with domestic abuse at some point in their childhood.⁸ At a conservative estimate, the number of children currently living in households where the level of domestic abuse is moderate to severe is 215,000;⁹ recent SafeLives data for children and young people¹⁰ shows that children – on average, children aged 10 years old - were also direct witnesses to abuse in the majority (84%) of cases. But our research has shown that services can fail to make connections between domestic abuse and risk to the child and fail to protect children. Over half of the children who get support by a specialist domestic abuse service are not otherwise known to children's services.¹¹ This highlights the lack of collaboration between agencies which should be supporting women and their children. The problem is compounded by services losing funding, 13% of organisations recently had to close services due to lack of funding – nearly half of which were services for children and young people.¹² Children and young people growing up with domestic abuse

21,355 completed the Intimate Personal Violence (IPV) Module of the Crime Survey of England and Wales in 2013/14. See the ONS methodological note [here](#).

⁴ HMIC, *Everyone's business: Improving the police response to domestic abuse* ([Published online](#): HMIC, 2014), p. 28

⁵ Office for National Statistics, *Crime and Justice Chapter 4 - Intimate Personal Violence and Partner Abuse* ([Published online](#): Office for National Statistics, 2014), p. 17

20,431 people completed the Intimate Personal Violence (IPV) Module of the Crime Survey of England and Wales in 2012/13. See the ONS methodological note [here](#).

⁶ Unequal, trapped and controlled: Women's experiences of financial abuse and the potential implications for Universal Credit (Women's Aid and TUC, 2015).

⁷ National Insights dataset 2014/15, SafeLives

⁸ Radford, L, Aitken, R, Miller, P, Ellis, J, Roberts, J, and Firkic, A, *Meeting the needs of children living with domestic violence in London Research report* Refuge/NSPCC research project Funded by the City Bridge Trust November 2011 (London: NSPCC and Refuge, 2011), p. 9

⁹ Calculation of children based on women who receive help: between 65% - 70% of which have on average two children (based on Insights national dataset for Idva and Outreach 2013/14). For those victims who are not receiving support, estimate is based on the rate of children per adult female in the population from Census 2011.

¹⁰ SafeLives data from Children's and Young People's Insights, based on 11 months of data collection from 1st December 2014 to 31st October 2015

¹¹ SafeLives National Insights dataset 2014/15

¹² Women's Aid's Annual Survey 2014.

may blame themselves for what is happening in the home or even put themselves at risk by trying to stop the abuse; many will suffer from anxiety and depression and develop behavioural problems which impact on their relationships and school life. It has also been found that growing up in a home where domestic abuse is taking place makes a child or a young person more vulnerable than others to a range of types of crime and social problems, such as child sexual exploitation, gang involvement, early pregnancy and their own abusive relationships.¹³

Funding for the domestic abuse sector has been particularly impacted by cuts

- Funding available to help victims of domestic abuse isn't close to meeting the need, is often split across multiple funders, is not spent according to a joined-up strategy and in recent years, many specialist services have seen their funding cut – for example, local authority funding for the domestic violence and sexual abuse sector was reduced by 31% between 2010-11 to 2011-12.¹⁴ Local authorities are having to do more with less funds and we know that a comprehensive range of services are needed to meet the different and sometimes quite complex needs that survivors of domestic abuse have: community based services such as outreach, counselling and advocacy as well as specialist refuge provision and specialist services for children and young people. Our research from 2014 has shown that 13% of organisations had to close services due to lack of funding – and nearly half of those services closed were for children and young people.¹⁵

The UK's response to domestic abuse remains patchy

While we acknowledge that there are some areas of effective practice, little exists to address repeat victimisation and we have identified significant gaps in current provision, which will frequently hit marginalised groups (BAME communities, women with disabilities, older women) hardest of all. Besides the ineffectiveness of statutory responses, evidence also exists of their lack of effective working with specialist services. Her Majesty's Inspectorate of the Constabulary (HMIC) 2013 inquiry into police response to domestic abuse identified major weaknesses¹⁶ and despite action taken subsequently the most recent report shows that regions still differ widely in terms of their response to domestic abuse. (Greater detail on the strategic context in which our project will operate can be found in section E.)

There is an urgent need for sector experts to speak with one voice

Given the prevalence of domestic abuse and the significant gaps in provision that exist, there is immense value in a partnership - for all stakeholders - between Women's Aid and SafeLives as the leading organisations in the sector. Our extensive expertise is widely respected. We recognise that articulating our different approaches across the sector has unintentionally given practitioners, commissioners and policy-makers some mixed messages and as such, unknowingly we have undermined the contributions of the other party. In this partnership we will evolve our individual interventions in line with what the evidence tells us and jointly endorse our Roadmap for System Change to audiences across our combined networks.

¹³ Data from SafeLives' adults and children'sInsights dataset highlighting overlapping vulnerabilities; this has been shared with the Home Secretary and at policy forums with the Home Office and the Department for Communities and Local Government.

¹⁴ Walby, S, *Measuring the impact of cuts in public expenditure on the provision of services to prevent violence against women and girls*, 2012

¹⁵ Women's Aid Annual Survey 2014

¹⁶ <https://www.justiceinspectorates.gov.uk/hmic/publications/improving-the-police-response-to-domestic-abuse/>

(Please see Appendix D for further information and statistics.)

We know from the feedback that we receive from women and children experiencing domestic abuse is evidence that there is a widespread perception of ineffectiveness in terms of the current statutory response in delivering long-term positive outcomes and in meeting their needs.

This feedback is received from the following sources:

- From survivors about their engagement with services through calls received on the National Domestic Violence Helpline (run in partnership between Women's Aid and Refuge) in England;
- Engagement with survivors on the online Women's Aid Survivor's Forum, survivor focus groups and Survivor Panels, SafeLives 'family and friends' survivor group and 'critical friends' sessions (for specialist services and commissioners);
- Engagement with Women's Aid national network of member services and Women's Aid (England);
- Feedback and data using outcome measurement tools from frontline specialised services – from Women's Aid's On Track system, SafeLives' national Insights data, and data collection through WA's Annual Survey;
- From our ongoing work with organisations across the wider sector to identify gaps in knowledge on domestic abuse and to improve practice within police, health, schools, social work, child protection, probation and housing services; and
- Through our robust research into domestic abuse on issues such as financial abuse, online domestic abuse and survivors experiences in the justice system and the findings of specialised research projects (such as evaluating the role of hospital based Idvas).

In summary:

- High levels of domestic abuse remain unacceptable;
- Survivors' needs are not currently being met;
- Survivors need different approaches if they are to achieve safety, independence and freedom; and
- Our partnership gives us a real opportunity to make the big change we still need for women and girls.

By testing our two sets of interventions we aim to reach **almost 9,000 women and their children during the funded period**, however the real potential will be in the longer term replication and rollout – if successful the interventions could be **replicated on a national scale reaching hundreds of thousands of women and girls**. The table below sets out why and how we have chosen our areas, and how many people our work will impact during the project:

Women's Aid's Change that Lasts: rationale for areas

Good geographical spread across England and a diversity of population. An independent dedicated domestic abuse provider that should:

- Be financially stable and have the capacity to deliver on the project.
- Be delivering community based services
- Have a holistic approach and show ability to work with complex need.
- Have a good reputation and some influence in their local area, with good partnerships.
- Make a commitment to the objectives of the project

Impact we intend to have

For the Ask Me scheme

- We aim to recruit and train 25 professionals in each of the 3 test areas who we estimate will interact with approximately 2,250 women over the 3 years of delivery.

For the Trusted Professional scheme

- We aim to recruit and train 6 Professionals in each of the sector specific agencies who we estimate will interact with approximately 1,080 women over the 3 years.
- In each area we estimate that we will train 10 Trusted Professionals who will interact with approximately 1,800 women over the 3 years of delivery.

Strengths-based, needs-led assessment and support planning

- Across 5 services a minimum of 150 women with complex needs will be supported. In addition many more women will benefit from the new approach bring trialled in their service.

SafeLives' Beacons of Safety and Wellbeing: rationale for areas

In our Beacon site partners - West Sussex and Norfolk we have the full support of the Local Authorities and Police and Crime Commissioners. Both have signed letters of intent that confirm:

- The work complements their existing approaches
- They are fully committed to working with SafeLives, our five expert partners and the external evaluator to develop the interventions
- They have each committed resources of £833,000
- They will be one of our 'Sooner the Better' sites, piloting a One Front Door approach to early identification of risk

In addition:

- Both sites have good links between their specialist services and statutory agencies – essential if we are test this approach in a relatively short space of time.
- They have high quality specialist services (both sites have SafeLives Leading Lights accreditation and completed SafeLives Idva training)
- The strategic buy-in and visibility of this will support the wider rollout
- West Sussex are one of our Drive project partners (challenging high-risk perpetrators) and we are confident Norfolk will become an early adopter of Drive – bringing both sites to full beacon status.

Finally we chose our five expert partners (see Appendix L) because they work in diverse settings and are developing new work to address the gaps we have identified.

Impact we intend to have

We have conservatively estimated there will be **3,600 beneficiaries** over the project lifetime on the following assumptions:

- The total number of key workers is 24 (12 in each beacon site);

<p>This would be a total of 5,280 over the 3 years.</p> <p>Most of these are survivors of domestic abuse who will not have otherwise engaged with services or accessed support.</p>	<ul style="list-style-type: none"> • Each key worker has an average annual caseload of 50 for the three years of delivery <p>We have anticipated a certain level of attrition given that a) the interventions are entirely new and innovative and will evolve over the project lifetime, and b) the likely complexity of some cases, where engagement with services may be inconsistent.</p>
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g) Monitoring outcomes and j) Evaluation and monitoring combined

How the project will help achieve the BLF programme outcomes

In this project we will be measuring three types of outcomes – human (beneficiary) impact, delivery related, and cost effectiveness. It will be by succeeding in these outcomes that our project will achieve the BLF programme outcomes, which focus on system change. Success will mean:

- In the sites where we have tested our eight interventions, there will be increased, holistic and person centred approaches for women and girls at risk, and the structures and evidence base in place to ensure that this increased provision can be sustained and replicated on a national scale over the longer-term.
- Women and girls will have been involved at every stage of the development, testing and evaluation of the project, increasing their voice and the quality of the services, ensuring they meet the real human need that exists. There will also be a successful working model for increasing the voice of the survivor and ensuring genuine co-production of services, which we will both be able to incorporate into our wider and longer-term work, and share the model with others in the sector.
- Within the life of this project, almost 9,000 women will have been supported by improved specialist support, with potential for many thousands more to be supported over the longer-term.
- There will be a Roadmap for System Change which is based on the findings of a robust and independently commissioned evaluation, is informed by the input of survivors, and which shows what works in empowering women and girls.

How you plan to measure your outcomes, including the tools and methods you will use to track progress, including baseline

The human impact of our interventions on the individual’s life and that of her family and the financial implications of interventions will be assessed over time. We intend to measure the effectiveness of the different interventions to track progress against goals, to inform any

adjustments over time, and to understand which components and contextual factors contribute to any success so that any successful interventions can be codified and rolled out nationally. To support these aims and measure progress we propose the following;

- Comprehensive data collection across delivery sites, supported by existing tools and processes developed and used by Women's Aid and SafeLives (On Track and Insights, respectively). Data will be analysed at regular intervals to ensure that the programme learns and evolves while it is in progress. Both organisations will liaise with an advisory group at the development stage of the work to identify and embed any necessary adaptations to these existing systems; Women's Aid will also work with an advisory group to develop metrics and tools for understanding the effectiveness of the Ask Me and Trusted Professional schemes.
- Currently there is limited data on the costs and associated benefits of a holistic response to domestic abuse, and if we are to effect system change we must attempt to address this gap. During the project we would work to collect data on interventions and service usage of police, criminal justice, child protection, mental health and drug and alcohol services. We would use this to develop a cost benefit analysis to strengthen the business case for scaling the response nationally should it prove effective.
- Feedback from women and children will play a central role in understanding any progress made against our outcomes and we plan to use fora such as the Survivor's Scrutiny Panel to gather helpful qualitative data. The Action Learning Sets with practitioners and commissioners will also offer opportunities to gather more detailed qualitative feedback.

The data outlined above will form a solid starting point for a mixed method longitudinal impact evaluation to be conducted by an independent evaluator (please see section j). We anticipate that the evaluator/s will supplement this data considerably in order to prepare a detailed analysis of impact, for example, by running a separate series of groups and interviews.

Both Women's Aid and SafeLives have existing outcome monitoring tools and systems that have been designed specifically for front-line domestic violence work (On Track and Insights) that will function well within the proposed set of interventions. These tried-and-tested approaches can be easily embedded at test sites, and are flexible enough to incorporate supplementary metrics if necessary. They also have the additional benefit of providing us with baseline information about the cohorts we are working with. For example we can extract information on their risk and different types of need, the length of time it took to get help and other metrics relevant to our new interventions. Any additional modules or metrics would be developed in consultation with service users, specialist services and with input from the academic evaluator. As both the monitoring tools we plan to use were developed for specific models of intervention, the outputs are not directly comparable. However, in collaboration with an independent evaluator, we intend to explore the opportunity to include some shared metrics between all sites. To develop an appropriate set of tools for capturing the effectiveness of the eight new interventions, we will work closely with: survivors, participants, evaluators of similar schemes across the UK and the independent evaluator. Our approaches will draw on existing learning about measuring effectiveness for the various types of interventions (e.g. community based, professional communities, and delivery partners).

How we will involve the people who will benefit and other stakeholders in our evaluation plans

We will involve survivors in the evaluation from inception through to delivery and dissemination of the recommendations. We will adjust our interventions in response to these voices to maximise survivor co-production. We will use the consultation methods set up for involving beneficiaries in the wider project to ensure we are capturing the most useful metrics, and to review the early evidence and outcomes from testing each interventions (both individually and as a whole response). Please see section i) involving beneficiaries for details of our consultation methods.

Why we need an external evaluation, the evaluation questions it will answer, and measuring long-term impact

If we are to effect genuine and lasting system change, an independent and robust evaluation by an academic evaluator is crucial for our credibility, but more importantly, to ensure that only proven interventions are promoted.

The primary objective of the evaluation is to assess the efficacy of two different approaches and a range of associated interventions as well as the whole system response including whether outcomes are sustained over time. It will provide both quantitative and qualitative insights into which aspects of the intervention, setting or particular context are core to any outcomes achieved. To support these aims the evaluation is likely to cover:

- Longitudinal assessment of outcomes such as earlier identification, reduction in violence and abuse and improved outcomes for women and children. We are interested in whether improvements are sustained over time and anticipate that outcomes will need to be tracked for up to one year post intervention.
- Evaluation of the various approaches to identify the significant factors that influence outcomes, both positive and negative. This includes identifying and understanding the external factors that promote or inhibit both implementation and effectiveness.
- Maintaining the voice of women and girls at the centre of the work. In addition to qualitative data collection with survivors, this will include survivor consultation on both research design and interpretation of findings.

For any intervention proven to be effective, we will use the learning from this evaluation to inform commissioning and delivery of services nationally. It will enable the codification of what works with a view to integrating it into the broader response to domestic violence. This evaluation is also expected to feed into a cost benefit analysis which will be conducted by our partnership.

The types of research questions we envisage the evaluation will address are:

- To what extent did the approach and associated interventions, individually or in a whole system, deliver the desired outcomes (for survivors, children, communities, professionals etc.)?
- Who was supported and what kind of support was provided?
- What are the barriers or enablers (contextual, resource-based, or process related) to successful implementation of the interventions?

Evaluation plans, including the aims, budget and timescales

The evaluator would be required to collaborate during the development phase, and the evaluation is expected to continue throughout the service delivery phase, plus any necessary follow-up with survivors beyond the end of service delivery. We will produce an interim evaluation report part-way through our project delivery period, and a final report after the close of the project, both to be agreed with the external evaluator (once appointed) and the BLF, ensuring we allow enough time for full data collection and analysis post-delivery phase.

Women's Aid and SafeLives will jointly commission the evaluation. The budget for the combined evaluation is £350,000. Women's Aid and SafeLives have allocated around a further £300,000 for their in house Research and Evaluation teams to collect data and manage the evaluation. Our expectations are that the evaluation will be a multi-site, mixed method research study using primarily quantitative data with complementary qualitative data collection and analysis. The evaluation should include relevant outcome data from survivors and where appropriate, their children as well as practitioners. In addition we would expect a suitably complex research design that will be able to draw conclusions about impact.

In the proposals from prospective evaluators we require a description of the proposed methodology that may include any/all of the following elements:

- Collaboration and consultation with stakeholders and in particular, coproduction of research design with women and girls
- Rigorous impact evaluation research design, for example, a quasi-experimental design
- Mixed method multi informant outcome measurement
- Review and feedback plans, sharing and learning

How we will bring together, review and use the monitoring information to improve the way the project is run

We anticipate that interim findings from the evaluation will be fed back to the action learning sets for comment and discussion, as well as directly to Women's Aid and SafeLives via the National Advisory Group. This will allow us to use the findings to inform and potentially shift the direction of the project as it develops over time.

The evaluator will be solely responsible for conducting the research, however, they will need to liaise closely with the National Advisory Group and independent experts to advise on the overall response and the replication and dissemination strategy. We would expect the academic evaluator to input into this group and to seek its advice if appropriate. The evaluator will also be expected to draw on the considerable expertise and resource available through the action learning sets and survivor scrutiny panel.

Based on the advice and methodology of the evaluator, separate panels of victim-survivors of domestic abuse (including, where appropriate, children and young people) will be convened to inform the development of research tools (e.g. qualitative interview topic guides), the interpretation of data, and the formulation of recommendations and dissemination of findings.

How learning and evaluation will be shared and will have an impact on the sector England wide

Our partnership holds extensive stakeholder networks and possesses significant influence through the VAWG sector, the wider charity sector and through other key agencies (policing etc.). We will provide briefings and disseminate learning and information on the project to convey its outcomes to key stakeholders, to influence policy and practice in the sector. These activities will also be supported by our joint communications strategy. Learning will be disseminated to local service providers through regional workshops, national conferences, training, and presentations to government, other stakeholders and at the All Party Parliamentary Group for Domestic Violence. The independent evaluation will also provide evidence based and nationally scalable recommendations - a Roadmap for System Change - for local services, commissioners, funders and policy audiences. Finally, our partnership was recently jointly awarded funding from the Treasury to test some of our early intervention work which indicates that our approaches already have a certain level of support with senior policymakers; this aspect not only adds substantial value to our project but will also support activities concerned with replication and national rollout for an England-wide benefit.

h) Project delivery

This section outlines the different **approaches** and **interventions** that will be tested with Big Lottery funding and provides an overview of the **timeframes** within which the activities will be delivered.

As noted in sections D) Learning and Evidence, and E) Strategic Context, the system-wide gaps and solutions follow in-depth Theory of Change processes with input from beneficiaries and service providers, and considered the sector's funding landscape and the political climate. For this reason we are confident that we have identified the right issues to resolve and have developed interventions to tackle these issues – those that, if we get right – will have the greatest positive impact on the lives of women and girls.

Women's Aid: detail on interventions

Despite many years of development in policy and practice within the statutory and voluntary sectors, the challenge of achieving a consistent and effective response between the many agencies and professionals who have contact with survivors and their families remains a huge one. In partnership with local services, key national stakeholders from many related fields and survivors themselves, Women's Aid has reviewed current responses to tackling domestic abuse and the systems in place and identified the weaknesses, both in approach and available interventions. Women's Aid has developed its response – Change that Lasts – a strengths-based, needs-led model that supports domestic violence survivors and their children to build resilience, and leads to independence. Change that Lasts is trauma and gender informed. The aim of the model is to provide a framework that facilitates the shortest, and/or most effective route to safety, freedom and independence for each survivor based on their individual situation and the resources available to them. In summary, the key drivers of the Change that Lasts approach are that:

- The **voices of survivors** are central to the development and delivery of service responses
- Services work to a **shared goal of independence**¹⁷ for the survivor
- There is a shift from a solely risk based approach to one that starts with the **individual needs** of survivors, including their safety
- Survivors are supported to draw and build upon their individual **strengths and resources** – needs assessment and safety planning facilitate this
- Barriers to help are removed or reduced and **opportunities to access help** in the community are widened
- Communities increase their **understanding of domestic violence** and abuse, and the role they can play in responding.

In order to achieve these we are piloting new interventions:

i. The 'Ask Me' scheme

The aim of the scheme is to create a society in which a survivor can disclose abuse and get the help that she needs. Individuals who are employed at a range of "spaces for action" with whom a survivor has contact - this might include for example, their hairdresser, dentist, housing officer, school support staff - will be equipped with the basic skills, knowledge and tools to have a supportive conversation and provide an initial safe response. The 'Ask Me' scheme tells a survivor of domestic abuse that the individual in front of her:

- a) Is inviting her to tell them that she is experiencing domestic abuse
- b) Will give her enough information about her immediate options to enable her to take the next step towards safety, freedom and independence.

¹⁷ Independence is defined as: Sustainable safety and wellbeing for themselves and their dependent children which can be maintained with maximum reliance on own resources (both personal and family/community), and minimum reliance on external resources, depending on individual circumstances and need.

The scheme does not expect that all those registered with it will become experts in domestic abuse, or that they will become a case worker and be significantly diverted from their day to day job, just that they will, as a minimum, act as a point of safe disclosure to enable access to appropriate support and safety. The key priority is that they will be empowered to act as a gateway, not a barrier, to whatever the individual survivor needs at that point. The scheme also aims to create more of a sense of responsibility to respond and change the culture of complicity that exists within communities around domestic violence and abuse.

ii. The role of a ‘Trusted Professional’

Survivors have paid testament to the importance of a trusted relationship with an individual professional in facilitating change for them. This relationship could potentially be any professional that the survivor’s already has a relationship with – for example, their drugs worker or other general advice worker. These professional will be upskilled and supported to enhance their response to domestic violence and abuse.

They will empower and support the survivor to access the services which can help address the needs that have been identified and which can help her to preserve and build on her own resources as well. They will help her negotiate the systems she has to have contact with (e.g. children’s services, housing employment etc.). And they will understand where she needs intensive and specialist support, and refer her to receive that if necessary.

iii. Specialist support for women with complex needs

All of the Change that Lasts interventions have a needs-led, strengths-based approach embedded within them. Specialist domestic abuse services are often engaged with survivors for a longer period than other agencies and are most likely to come into contact with the survivors with the most complex needs. With the right approach, specialist services are able to have lasting positive impact on the longer term outcomes for a survivor and her children. This intervention builds upon the emerging evidence from a small scale pilot delivered by My Sisters Place where a needs-led, strengths-based approach was shown to achieve significant positive benefits for the service users involved. We will take the learning from this pilot, developing and testing a framework and the resources that will enable providers to effectively support survivors with additional and complex needs.

We will test these interventions in the following ways:

1. Testing all three interventions in the same place at the same time within three local authorities – partners will include local businesses and community agencies (Ask Me scheme participants), issue based agencies (Trusted Professional participants), and dedicated domestic abuse agencies (strengths-based, needs-led response for complex need)
2. Testing the Trusted Professional role within three specific sectors in partnership with Action for Children, Victim Support and Addaction

3. Testing the needs-led, strengths-based response within other dedicated domestic abuse services and its effectiveness in better supporting women with complex needs.

SafeLives: detail on interventions

As outlined in section E (Strategic Context), SafeLives recognised that our charitable/strategic aims to halve the number of high risk victims and the time taken to access support would not be achieved solely with our current approaches. We developed a new blueprint to tackle domestic abuse, and our strategy for 2015-18 – Getting it right first time – sets out how we will achieve this by addressing the gaps in current provision. When we have completed the development and testing of the new interventions, we aim to have a set of effective responses that will address the needs of all women and girls experiencing domestic abuse.

With help from our national evidence base and from consulting with our survivors, friends and family group and our expert critical friends group, we identified the major gaps that remain today. To address these gaps we will develop and pilot the following new interventions:

- **Beacons of safety and wellbeing** (funded by grantmaking trusts and locally together with the requested grant from the Big Lottery Fund): We will initially support two areas (Norfolk and West Sussex) to test five new interventions that address the gaps in provision. These are:
 1. **Medium risk:** this is our first priority area - to provide tools, training and a response by professionals with the skills to work with medium risk clients; preventing escalation, repeat victimisation and enabling recovery. We will develop an intervention internally, with a specialist partner whose team we will train to deliver and test this approach.
 2. **Complex needs:** this is our second priority area - we will review effectiveness of services with expertise and specialism in supporting clients with complex needs such as specialist Idvas/Dapas, assessment approaches, therapeutic interventions, tools and coordinated work with specialist services. Whichever combination works best will be tested with our specialist partner.
 3. **Staying together:** The support we develop will help to ensure couples stay together safely, and may provide motivation and opportunity to leave. We will review the few emerging areas of work and any whole family approaches that are being developed.
 4. **Step down and recovery:** We will provide intervention to support healing and build resilience in women and girls who have experienced domestic abuse, building on and filling the gaps that exist in current recovery models.
 5. **Children and young people:** We will thread a response for children and young people through all four of the above activities to provide parallel support for victims (their mothers) and children; and/or, develop direct interventions to help children and young people to recover. We will build on our experience of Young People's Violence Advisors and Children's Idvas and identify the scalability of any current good practice models.

The interventions will be developed in conjunction with beneficiaries / service users and five expert partners and tested individually with the partner charities before being piloted, as a whole, in the Beacon sites. We will look to current emerging practice that is already having an impact on a small/local scale, or create an intervention based on different elements of various good practice models together with our specialist partners and survivors.

We will discover, develop and test interventions in consultation with our five specialist partners and their survivor groups, each one focusing on an intervention that speaks to their strengths. The crossover between each area of need and the interventions will be wide ranging and the services may apply learning from another within their intervention - for example, some victims or survivors may pass through each element if they are at medium risk, have complex needs, are staying together, have children and need step down and recovery services. It is anticipated that many survivors will require more than one intervention.

Alongside this, but separately funded, we will be delivering the following projects:

- **1 Front Door** (funded by the Home Office and locally): This aims to transform safeguarding systems and processes so they are more effective in reducing harm to families, adults and children. 1 Front Door (1FD) will provide swift and consistent identification and assessment for each member of the family, at the same time, using all relevant information to facilitate a coordinated response and the right help fast.
- **Drive** (funded by GMTs and locally): This intervention - in West Sussex, Essex and South Wales – is the first of its kind to challenge high-risk perpetrators to change, through a one-to-one divert or disrupt approach. The project's goal is the safety of women and children.

We will pilot and evaluate all interventions as a whole in our Beacon sites. We are calling them 'beacon sites' as we will be testing a range of new specialist interventions there to complement 1FD and fill urgent gaps in current provision. The interventions provide the supportive response for the One Front Door: without them, professionals will identify and assess domestic abuse concerns but in most areas will not have services available to refer onto that can provide the right support and address the wide range of unique needs of each woman and girl experiencing domestic abuse. Our Drive project will also be run in West Sussex and we anticipate that Norfolk will be one of the early adopters of this three year pilot programme, bringing both sites up to full beacon status over the longer-term. This will allow us to evaluate how any interventions that are supported by grants from the Big Lottery Fund work as a full complement of services for women and girls experiencing domestic abuse.

Joint Project Delivery Table

The following is a detailed breakdown of tasks and activities that we will deliver within this joint partnership linked to the intended outcomes for these activities in our joint Theory of Change and the Big Lottery Fund outcomes, also noted at the end of the following table.

WHEN	ACTIVITY	LINK TO OUTCOMES		DETAILED TIMETABLE ¹⁸	
		Big Lottery Fund – WGI	Joint Partnership	What	When
Year 1	Consultation with survivors and stakeholders.	1, 2 and 4	A, B, C and D	Recruit project team	Months 1-6
	Develop the structures, partnerships and tools required to deliver the project.			Establish partnership agreements with project delivery partners	Months 1-3
	Develop the action learning sets.			Establish governance and learning structures	Months 1-3
	Co-production of interventions with survivors, All sites and partners.			Liaison with stakeholders in all sites	Months 1-12
	Begin piloting delivery of interventions in 1 area.			Commission external evaluation	Months 2-4
	Begin sector specific pilots.			Establish data collection framework and tools	Months 3-9
	Commence evaluation.			Consultation with survivors in all sites	Months 3-6
				Development of supporting tools and resources	Months 3-6
				Promotion of the project in all sites	Months 4-6, targeted thereafter
				Recruitment of local partners	Months 4-8
				Training and induction of local participants	Months 8-12
				12 Joint Working Group Meetings	Months 1-12

¹⁸ Please note that these are our best estimations at the time of writing.

				3 Joint Governance Board meetings	Months 3-12
				2 National Advisory Group meetings	Months 3-12
Year 2	<p>Begin piloting delivery of interventions in 4 areas.</p> <p>Continued development of interventions with survivors, All sites and partners.</p> <p>Data collection and qualitative research¹⁹.</p> <p>Action learning and dissemination.</p> <p>Evaluation Progress Report</p>	1, 2, 3 and 4	A, B ,C, D, E and F	<p>Delivery of interventions by local partners</p> <p>Consultation with survivors in all sites</p> <p>Implement support and quality control measures at all sites</p> <p>4 Joint Working Group Meetings</p> <p>4 Joint Governance Board meetings</p> <p>2 National Advisory Group meetings</p> <p>Action learning set/s</p> <p>Evaluation Progress Report</p>	<p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Month 12</p>
Year 3	<p>Delivery of interventions.</p> <p>Continued development of interventions with survivors, All sites and partners.</p> <p>Data collection and qualitative research.</p> <p>Action learning and dissemination.</p> <p>Development of first learning and replication tools.</p>	1, 2, 3 and 4	A, B, C, D, E and F	<p>Delivery of interventions by local partners</p> <p>Local stakeholder support to build sustainability.</p> <p>2 x consultation with survivors in all sites</p> <p>Continued support and quality control measures at all sites</p> <p>4 Joint Working Group Meetings</p> <p>4 Joint Governance Board meetings</p>	<p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p>

¹⁹ Exact nature and timing to be established by independent evaluator.

	Evaluation Progress Report			2 National Advisory Group meetings	Months 1-12
				Action learning set/s	Months 1-12
				Evaluation Progress Report	Month 12
Year 4	<p>Delivery of interventions.</p> <p>Continued development of interventions with survivors, All sites and partners.</p> <p>Data collection and qualitative research.</p> <p>Development of further learning and replication tools.</p> <p>Action learning, dissemination and embedding.</p> <p>Evaluation Progress Report</p>	1, 2, 3 and 4	A, B, C, D, E and F	<p>Delivery of interventions by local partners</p> <p>Consultations with survivors in all sites</p> <p>Continued support and quality control measures at all sites</p> <p>4 Joint Working Group Meetings</p> <p>4 Joint Governance Board meetings</p> <p>2 National Advisory Group meetings</p> <p>Action learning set/s</p> <p>Evaluation Progress Report and review and communicate joint learning</p>	<p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Month 12</p>
Year 5	<p>Pilot and evaluation concludes,</p> <p>Learning and replication tools and full package of interventions developed as part of the Roadmap to System Change.</p> <p>Action learning, dissemination and embedding.</p> <p>Evaluation Report</p>	1, 2, 3 and 4	A, B, C, D, E and F	<p>Consultation with survivors in adopter sites</p> <p>Develop and implement sustainability strategy</p> <p>Deliver strategy to communicate and implement Roadmap</p> <p>4 Joint Working Group Meetings</p> <p>3 Joint Governance Board meetings</p> <p>2 National Advisory Group meetings</p> <p>Action learning set/s</p>	<p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p> <p>Months 1-12</p>

				National event to share learning	Month 12
				Evaluation Report	Month 12
Big Lottery Women and Girls Initiative Fund Outcomes			Joint Partnership Theory of Change outcomes		
<ol style="list-style-type: none"> 1. Increased provision of holistic, person-centred approaches for women and girls at risk 2. Increased role and voice for women and girls in co-producing services 3. A greater number of women and girls are supported through the provision of improved specialist support 4. Better quality of evidence for what works in empowering women and girls 			<ol style="list-style-type: none"> A. Women and girls experiencing domestic abuse are supported by coordinated holistic approaches that increase safety, early intervention and resilience B. Survivors take a greater role in co-producing the services they want and need C. Evidence based national and local strategies for responding to domestic abuse are informed by survivors D. Better quality evidence of what works influences policy, practice and commissioning decisions E. Reframed state, private and specialist sector response to domestic abuse that creates positive change for women and girls F. Local communities mobilised to challenge domestic abuse and advocate for good quality support for survivors 		

Coordination and Management of the project

The formal operational structure for the coordination and management of the project delivery will be headed by a Joint Working Group which will operationally manage the partnership, the details and compilation of which are in Section L) Project Resources. The Joint Working Group will meet regularly to review and discuss the strategic direction of the project, performance against objectives, operational decisions, risks and finances. Beyond the regular and formalised communications there will be regular communication between the project leads to provide the 'real time' learning and sharing of data and intelligence for the benefit of the partnership.

The staffing structure diagram in Appendix K shows the formal project communication lines as well as all posts which will be involved in the delivery of the project.

i) Involving beneficiaries

The **key beneficiaries** of this project are women of all ages and girls affected by domestic abuse, and their children.

Wider beneficiaries include friends and families of survivors, specialist domestic abuse services, partners who will pilot our interventions and a range of other multi-agency stakeholder beneficiaries.

This project has the central involvement of survivors at its core and through all elements of the planning and delivery of the project. Survivors of abuse have helped to identify the need for change and supported the development of ideas to inform proposed new responses, including the theory of change for this project.

In the delivery of the project going forward, survivors are embedded within the national governance of the project, local delivery groups, and will be consulted extensively to inform the evaluation of the project – because the main indicator of success has to be that their lives improve. Survivors have further been consulted on how best to involve survivors in all of the above.

In the lead up to the joint collaboration both partners have involved key beneficiaries defined above as women of all ages and girls affected by domestic abuse, and their children by;

Direct consultation with survivors – key beneficiaries

- Through focus group consultation involving women at different stages of their journey to safety and well-being, from those in refuge accommodation, to those being provided specialist support, to those who had left the relationship several years ago but were still accessing some services and were part of peer support groups.
- Carried out service user consultations, including reaching victims who have not accessed / been offered support.
- Consulting with survivors not accessing support currently online (such as through the Women's Aid Survivors Forum), and in face to face meetings.

The project plans, governance policies and procedures, and local delivery plans will all reflect this level of key beneficiary involvement. This is also reflected in the project budget which commits realistic resources to enable this to happen.

In practice this will include:

- Developing survivor beneficiary involvement with survivors themselves so that they co-develop the future project process and plans to involve survivors at the earliest opportunity.
- Continuing to be guided through formal consultation processes with survivors at various stages of the project to review early evidence and outcomes of testing and piloting each intervention (individually and all interventions as a whole response).

- Maintaining links with local survivor groups, as each intervention is defined, developed and tested. Their views will help shape delivery and amendments to interventions based on early outcomes.
- Ensuring meaningful survivor representation on the governance and advisory board groups.

The ongoing involvement with beneficiaries will develop with the life of the project, particularly for those who remain involved throughout. Their contribution to the formal evaluation, from inception to delivery and dissemination of recommendations, will ensure the lasting impact of this project has survivors at the heart of our work.

We will draw upon our existing policies and procedures to ensure frameworks are in place to ensure that the survivor's involvement is safe and a positive experience for them.

Both partners have also involved the wider beneficiary groups through:

Consultation with survivor's family and friends – wider beneficiaries:

- Consulting with the families and friends of those who have been killed.

Consulting with the agencies who support women and girls experiencing domestic violence - wider beneficiaries:

- Undertaking widespread **consultation with local domestic violence service providers** in England in the north-west, north-east, Midlands, London and south coast; and through regional meetings and workshops at the Women's Aid national conference. Listened to expert partners from a range of services who are involved in the Women's Aid national critical friends group and through direct consultation with services up and down the country network.
- Drawn on the outcomes of our national evidence such as On Track, Insights, UK Refuges OnLine, National Membership Surveys and National Domestic Violence Helpline data.

Consultation with other multi-agency stakeholders

- Through a series of one to one meetings, presenting at conferences, use of social and other media, attendance at and presentations to multi-agency fora, sharing the model and its principles through various sector specific mailing lists. External stakeholders have included local, national and regional representatives, local authority commissioners, voluntary sector organisations, The College of Social Work, College of Policing, CPS, Local Government Association and Association of Directors of Adult Social Services.
- We have engaged and consulted with strategic leads and service providers in several local authorities, to ensure their support to the approach and long term commitment to the project, and will continue to do so.

In order to effect national system change and transform the lives of the women and girl beneficiaries of this project it is essential that their voice is not only the foundation but the mortar of this project as we build towards our joint aim.

j) Evaluation and monitoring – see section g) Monitoring outcomes

k) Equalities

The project will embed good practice in relation to equality and diversity in all aspects of its work and will refer to, and engage with, women, Black, Asian, Minority Ethnic and Refugee (BAMER), Lesbian, Bisexual and Transgender (LGBT), disabled, young women and women with other protected characteristics to promote equal opportunities and challenge discrimination. Working with these groups will enable us to deepen our understanding of the barriers for survivors facing complex intersections of inequality along lines of race, gender, age, disability and sexual orientation and continually improve the interventions through a process of co-development, evaluation and review.

Need:

Leading up to this collaboration, our two organisations have spent the last two years working with beneficiaries and stakeholders to develop two distinct approaches to the issues outlined in section f above on project need. As part of this we have both consulted with beneficiaries from a range of equality groups. We have drawn on our national data to gain an understanding of the diverse needs of different groups of beneficiaries, including women, disabled, BAMER and LGBT communities – and this is something we plan to continue refining and learning from throughout the project. Lastly, both our organisations have an extensive network of contacts from specialist organisations across the country, and we will draw on their experience and expertise to ensure our project is fully inclusive and represents all aspects of the communities we are working within.

Barriers:

We recognise that with a project of this size and scale, we will not be able to reach everyone in our delivery sites. However it is important to us that we provide a platform for equality of opportunity and as we engage with beneficiaries to develop, test and refine the interventions we learn from the respective approaches and begin to build a body of solid evidence for what works well, that we regularly review the potential for national scalability.

Activities:

An important part of this collaboration will be to understand and plan how we will extend the approaches to the widest possible number of people and groups within communities across the country. We will review our data, feedback from beneficiaries and wider stakeholders

(including those with expertise on specific groups) and will hold specific focus groups or consultation sessions with the most excluded and/or hardest to reach groups to recognise and address difficulties faced in accessing the interventions and support available.

We will use all communication channels available to us through local partners and stakeholders and seek support from local media per the communications strategy to raise awareness of the project at key milestones.

Equalities within our governance and project planning/integration into the project management:

It is important to us as a partnership that we have a shared set of Equality of Opportunity principles and that these are delivered at all levels of our joint project. To ensure this:

- The Joint Project Governance Board will be reflective of Equality Groups ensuring representation is secured at the highest level of joint governance. The Joint Project Board will also monitor and review outcomes relating to equality (as well as others) in our theory of change.
- The Joint Working Group will work to the organisations' equality policies and will also monitor and review outcomes relating to Equality (as well as others) in our theory of change and ensure they are being met.
- The jointly engaged evaluation organisation will be required to have an Equality of Opportunity policy and will ensure their evaluation includes equality of opportunity measurement so that any gaps can be addressed as soon as they are identified.
- All services supporting the delivery of the interventions locally pay attention to the Equality Act 2010 and the Public Sector Duty and have an equality policy and procedures which meet best practice outlined in each partner's national quality standards/are implemented in accordance with the Equality Act 2010.
- The outcomes sought from the project delivery interventions will be able to capture access and outcome indicators for Equality Groups
- The joint learning sets will include capturing needs and challenges of beneficiaries, accessibility challenges and successes and any aspects of local equality policies and procedures which are best practice and useful to share or problematic and useful to discuss and consider resolution.
- All joint and individually created outputs and activities will adhere to our equality policies and the promotion of Equality of Opportunity.

Both Change that Lasts and Getting it Right First Time place the particular and individual needs of survivors at their hearts. We have agreed some common areas of focus for ensuring full Equality of Access, recognising that these may be delivered differently depending on the specific delivery activities and the local setting:

- Co-creation – ensuring that in all our beneficiary involvement we’ve consulted with a diverse range of people and groups at each point in the project – also ensuring the representation on our groups (above) is diverse – and so if groups aren’t accessing it well we hear that early and can fix it, rather than waiting until the final evaluation
- Monitoring and evaluation – working with our external evaluators when appointed to ensure all the measurements and KPI’s we use pull out information which tells us if there are barriers to access so again we can fix this as we go
- Understanding the needs of the local communities where we are testing our approaches – making sure the work reflects and takes account of local populations

Organisation-wide:

Both our organisations recognise that in our society, groups and individuals have been and continue to be disadvantaged and discriminated against. We both have Equality of Opportunity policies which we both strive to include across our practice and all our wider work as well as in this joint project. We also strive to be reflective of the diverse communities we support.

I) Project resources

A Joint Programme Board will govern the project partnership between Women’s Aid and SafeLives and will comprise:

- Women’s Aid CEO – Polly Neate, a leading authority and prominent commentator on domestic abuse, sexism and feminism; throughout Polly’s career, she has influenced government and public opinion and campaigned for policy change and social justice
- SafeLives CEO – Diana Barran, who established Co-ordinated Action Against Domestic Abuse (Caada) – now SafeLives – in 2005 In addition to her role at SafeLives Diana is Chair of The Henry Smith Charity and a Trustee of Comic Relief.
- Two trustees from each organisation – tbc; representation by survivors of abuse and families of victims – tbc
- An independent chair – tbc

The Joint Programme Board’s remit is to maintain oversight of the project and to ensure it works towards the achievement of its vision and objectives, manage risks and to facilitate the working partnership. Any related decisions and changes to the partnership agreement must be agreed by all members. In the event of a failure to agree, this will escalate to the chair of trustees of each organisation. Further details of the Joint Programme Board’s responsibilities are provided in the Collaboration Agreement and detailed roles and responsibilities, frequency, inputs and so on will be documented in a Terms of Reference document and jointly agreed at the first meeting.

A Joint Working Group will operationally manage the partnership and be co-chaired by:

- Director of Operations at Women's Aid, Nicki Norman – who has over 20 years' direct experience of providing, managing and developing local domestic abuse services in a range of settings and has worked at Women's Aid nationally since 2007 with national government to improve domestic violence policy and practice, with Women's Aid's national network of local member services and on the delivery and development of Women's Aid's direct services.
- Director of Practice at SafeLives, Jo Silver – who worked for the police for 10 years in the Public Protection Unit and the Women's Safety Unit in Cardiff; Jo was CAADA's Director of Professional Development between 2006 and 2012 and re-joined CAADA in January 2014 in her current role

Other members of the Group will include survivors of abuse and families of victims on the group

The Joint Working Group will meet regularly (at least quarterly) to review and discuss the strategic direction of the project, performance against objectives, operational decisions, risks and finances.

The role of the Survivor Scrutiny Panel will be to ensure that survivor's voices are heard and influence and inform the project deliverables within its theory of change and local and national government thinking and responses.

The Survivor Scrutiny Panel will enable us to:

- Empower survivors to share their experiences in order to support intervention and joint project improvements.
- Develop a structure through which the diverse communities of survivors are able to engage with the project, be part of debates on domestic violence and abuse (and wider VAWG issues), to act as independent advisors and to support community engagement initiatives.
- Develop a peer support model.
- Empower survivors to acquire new skills, including those that are accredited and can lead to improved employability. This will enable survivors to build self-esteem, self-confidence and a sense of pride in their achievements.
- Build upon current communications with survivors as part of the project's continuous improvement.
- Build trust and confidence between services and the survivor community.
- Embed consultation with survivors in agencies practice.
- Improve access to justice and effective support for all survivors by informing responses with the reality of survivors' experiences.

Throughout the project both Women’s Aid and SafeLives will also be able to tap into best practice through the knowledge, expertise and ‘on the ground’ experience of our respective local partners, wider staff teams and associates. Women’s Aid and SafeLives project teams will also collaborate with our beneficiary advisors, national and local focus groups on the production of programme wide outputs, to collate outputs, learnings and experience from each intervention into a cohesive whole, looking at the impact across the entire project.

Detail and agreements regarding governance and operational working are included in the partnership agreement.

<p>Women’s Aid: resources and management</p> <p>Women’s Aid has eleven Trustees of which six are directors or chief executives of local services from within our national federation. They bring local knowledge, skills and experience of direct service management that is invaluable to the board, as we try and support the specialist domestic abuse sector. We also ensure survivors and equality groups are represented on our board.</p> <p>Other skills on our board include: management, violence against women and children expertise, fundraising, equality and diversity, impact measurement, HR management, business development, marketing, finance, campaigning and political influencing, criminal justice, legal advice, presentation skills, lecturing, researching, publications, communications and public relations, commissioning knowledge, training.</p> <p>Women’s Aid CEO, leads the Executive Management Team comprising: Director of Operations, Director of Policy, Voice and Membership and Director of Business Development and Comms. Our CEO and Director of Operations will have oversight of the project with responsibility for overall governance and management, together with the new role of a Project Manager and supported by allocated resource in terms of research and evaluation, finance, communications and administration – details in the core project team table below.</p>	<p>SafeLives: resources and management</p> <p>SafeLives is led by eight Trustees with a range of relevant expertise including health, safeguarding, mental health, substance misuse, policing, finance, communications, social investment, technology and funding.</p> <p>SafeLives’ Founder and CEO leads the Senior Leadership Team: the Director of Practice, Director of Programmes and Innovation, Director of Finance and Resources and Director of Communications and Marketing.</p> <p>SafeLives’ Senior Leadership Team is supported by an Operational Management Team of ten with expertise that ranges from service delivery, training, consultancy, research, evaluation, analysis, policy, strategy, commissioning, HR, finance and fundraising.</p> <p>Our CEO, Director of Practice and Director of Programmes and Innovation will have oversight of the project with responsibility for overall governance and management, together with the new role of a Project Manager and supported by allocated resource in terms of research and evaluation, finance, communications and administration – details in the core project team table below.</p>
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Core project team

We have outlined below the resources we think we will need to deliver this project. However as the work is brand new and innovative we expect to adapt it as we learn from and evolve the work, so this exact breakdown may be subject to change.

	Year 1	Year 2	Year 3	Year 4	Year 5
Women's Aid					
Existing Roles					
Chief Executive Officer (24days)	✓	✓	✓	✓	✓
Director of Operations (0.25 FTE)	✓	✓	✓	✓	✓
Training Manager (12days)	✓	✓	✓	✓	✓
Comms Officer (0.25 FTE)	✓	✓	✓	✓	✓
Finance Officer (0.25 FTE)	✓	✓	✓	✓	✓
Senior Partnerships Officer (0.1 FTE)	✓	✓	✓	✓	✓
New Roles					
Project Manager (1.0 FTE)	✓	✓	✓	✓	✓
CTL Coordinators F/T (3.0 FTE)	✓	✓	✓	✓	✓
Policy/Campaign Officer (1.0 FTE)				✓	✓
Senior Evaluation Officer (1.0 FTE)	✓	✓	✓	✓	✓
Admin Support (0.5 FTE)	✓	✓	✓	✓	✓
Training Officer (1.0 FTE)	✓	✓	✓	✓	✓
SafeLives²⁰					
Existing Roles					
Chief Executive Officer (0.25 FTE)	✓	✓	✓	✓	✓
Director of Practice (1.0 FTE)	✓	✓			
Project Managers - mix of senior and junior roles (1.0 FTE)	✓	✓	✓	✓	✓
R&E support beacon sites (1.2 FTE)	✓	✓	✓	✓	✓

²⁰ 50% of the SafeLives 'delivery support in beacon sites' will be paid for by local commissioners. The other 50%, plus the costs for our core team would be paid for by BLF in combination with other grant-making trusts. The only SafeLives element to be paid for entirely with BLF funds is the external evaluation (not in this table).

Comms/training/project co-ord. (0.5 FTE)	✓	✓	✓	✓	✓
Replication and learning (1.0 FTE)			✓	✓	✓
Accounting and Finance (0.4 FTE)	✓	✓	✓	✓	✓
New Roles					
Account Managers Beacon Sites mix of senior and junior roles Development (2.0 FTE) Delivery (1.0 FTE)	✓	✓	✓	✓	✓
Development Officer (1.0 FTE)	✓	✓	✓		
Partner /Beacon site roles					
Delivery support in Beacon Sites (24 FTE)			✓	✓	✓

A joint project staffing structure diagram showing all posts which will be involved in the delivery of the project is provided in Appendix L to this project plan

Project Operational Governance and Management

The Joint Project Management Working Group shall meet regularly to review and discuss the performance against the project plan and milestones as a minimum of once every month in the first year for review at the end of year one. Minutes documenting the decisions taken and actions to be taken following such meetings shall be agreed and shared with the Joint Programme Board as a standing item of the agenda, who provide the strategic oversight for the project. Notwithstanding this, the lead contacts will meet more regularly if necessary to deal with any incidents which may cause a breach of any commitments or obligations to the BLF and will maintain regular communication on an as needs basis as the project progresses.

Recruitment and Management

Both organisations are fully committed to Equality and Diversity in the Workplace, and actively seek to increase applications from all members of the community, and to remove all barriers to a successful application. Notably, in 2015 Women's Aid was awarded Two Ticks by Jobcentre Plus - for employers who have made commitments to employ, keep and develop the abilities of disabled staff.

We will recruit in line with our Recruitment and Selection Policies and both regularly review organisational policies on Equal Opportunities, Dignity at Work, Health & Safety and Data Protection. We will ensure these are implemented in the project and all staff are made fully aware of them. We are committed to maximising the abilities, skills and experience of our employees, trainees and volunteers, and to ensuring that individuals receive fair and equitable treatment. We operate a comprehensive induction programme for all new employees to aid in settling in

and understanding the key principles which underpin our work and our relations with all stakeholders (survivors of domestic abuse, colleagues, services, funders and other agencies).

m) Project budget

WOMEN'S AID & SAFELIVES JOINT PROJECT FUNDING	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Joint Project funding arrangements						
Women's Aid- Requested from Big Lottery fund	439,335	647,640	695,771	726,830	531,272	3,040,848
SafeLives- requested from Big Lottery Fund	365,417	366,699	675,068	633,193	669,508	2,709,886
SafeLives - Funding from other sources	189,375	190,039	841,423	830,071	846,492	2,897,399
						8,648,133
Total requested from Big Lottery fund	804,752	1,014,339	1,370,839	1,360,023	1,200,780	5,750,733

VAT statement:

Women's Aid and SafeLives are each VAT registered. Women's Aid received comprehensive pro-bono advice on its VAT status in 2013, which will be updated to cover this project.

Both organisations intend to work with local commissioners to deliver of some of the proposed interventions either via grants or if appropriate, one or more contracts, which we expect to be deemed Welfare Services exempt from VAT. The development and management of the whole

programme will not provide a direct benefit to the donor organisation, but it is our understanding that VAT is only chargeable on benefits provided to a statutory commissioner and not a grant making trust. Women's Aid received specialist advice in 2013 that grant income is outside the scope for assessing VAT liability. Any benefits provided to the Big Lottery Fund will not be subject to VAT. Our assumption is therefore any VAT on external fees or expenses incurred by Women's Aid or SafeLives to procure or provide services will not be recoverable.

Budget Assumptions:

Staff Costs

- Costs for existing and new posts as detailed in section L of the main application document. Pay grades and rates are available on request.
- An annual salary increase of 2% pa
- National insurance and pension uplift of between 17 to 18%

Other Costs

- *Premises and office costs* are charged by Women's Aid on a % per head ratio project staff, based on regularly reviewed full cost recovery apportionments of rent, communications & IT, stationery, postage etc. These costs are included by SafeLives in their 10% Management and administration charge. Further detail available on request.
- *Legal & finance costs* include external legal fees for grants /contracts and delivery and development partners and commissioners. As lead partner Women's Aid has budgeted these over 5 years, and SafeLives in years 1 and 3 only.

Activity Costs

- *Intervention Costs* (including training cost and pilot partner costs) will largely fund a) Sector specific pilot partnerships of the Trusted Professional role with 3 key partners. b) Pilots of needs led strengths based responses by domestic violence services, including funding for up to 10 half time posts over 2 to 5 years. For the SafeLives projects activity costs include supporting the development of new interventions in the first two years of the project and thereafter to enhance the capacity to deliver the new SafeLives interventions in two beacon sites. We have assumed 12 FTE in each site at a full cost per case worker of £37,000 pa for the three delivery years. Some of these posts may be delivered as in-kind contributions from the local area.
- *Survivor consultation* assumes costs of up to £2,500 per event to include venue / travel/ remuneration & follow up. Expert partners will work via their existing focus groups to provide input.

- *External Evaluation costs* of £350,000 over three years are shared equally between Women's Aid and SafeLives. This is in addition to the in house resource contribution detailed in the schedule in section L of the main application.
- *Governance and Learning costs* for regularly convening learning fora and groups of external advisors are shared equally between Women's Aid and SafeLives at approximately £6000 p.a each.

Management & Admin Charge:

- The charge is based on 10% of non-activity costs to contribute to organisational core staff and governance costs including management and fundraising services. For SafeLives the 10% charge is a general overhead charge covering the above costs and including premises, office and other central costs.

Contribution from other donors included in SafeLives figures:

- SafeLives has requested funding for the SafeLives element of the project from BLF and others as follows:
 - Local commissioners to fund 50% of local delivery costs some of which may be by an in kind contribution
 - BLF funds will be applied to 100% of the SafeLives contribution to the external evaluation (£175,000) and 100% of the SafeLives internal posts for evaluation including NI and pension costs (£157,000).
 - Thereafter the BLF funds will be applied to the remaining project costs including half the local delivery costs on a pro rata basis with other Grant making Trusts, subject to the agreement of our other funders once confirmed. If there are likely to be any changes to this configuration we will discuss it with the BLF at the earliest opportunity.

n) Financial forecast

Both organisations have prepared a financial forecast on a monthly basis for year 1, and quarterly thereafter following discussion with the Big Lottery Fund. The timing of cash flows will be reviewed annually to provide a more precise plan as the project evolves. These can be found in Appendix G.

o) Financial planning

How much money we need from BLF in total

The combined women's Aid and SafeLives project cost is £8.65m split between Women's Aid (£3.04m) and SafeLives (£5.61m) of which £2.9m will be funded from sources other than BLF. The project Partnership is therefore seeking £5.75m from BLF, of which £3.04m will be the WA element and the remaining £2.71 will be the SafeLives element. A more detailed budget can be found in Appendix F.

Other income we expect to receive for the project, including from donations, grants, sponsorships or other user charges

The Women's Aid element of the project does not include any other income or in kind contributions.

Just over half of the £5.61m cost of the SafeLives element of the project will be funded from other sources. 22% from other grant making trusts and 30% from Beacon site partners either by way of an in kind or monetary contribution the exact details of which will be finalised once existing provider capacity has been mapped during the development phase.

What we will do to manage funds and track expenditure from other sources

Robust policies, procedures and systems for managing and tracking expenditure for multiple grant streams are well established in both Women's Aid and Safe Lives. Because of the scale, duration and complexity of the project we will establish a detailed overarching budget analysed line by line for expenditure and income source.

Our plans and processes for monitoring & managing project income and expenditure

For monitoring and managing the actual project income and spend we will use a combination of standard reports from our accounts packages and tailored spreadsheets which we will set up in accordance with the design of the final project budget. Management reports against budget will be reviewed at least on a monthly basis, and ad hoc as required.

Women's Aid as lead partner also will maintain a record of the project from application stage on our fundraising database Raiser's Edge. This will facilitate monitoring and managing all aspects of the fundraising relationship including the key contractual documents and the history and future of income receivable, and claims and reports due.

A designated finance officer will be allocated responsibility for the project's financial administration and reporting, overseen by the finance manager. This will include ensuring that all payments are correctly authorised by the approved project budget holder in accordance with grant restrictions and our standard rigorous internal financial controls. These controls include all budgets being approved by the board, finance officers preparing payments only when spend commitment has been duly authorised by budget holders, segregation of duties within the finance team, every payment requiring two signatories from a limited pool of directors and managers. The finance manager is responsible for maintenance and active review of internal controls, and recommending improvements.

We will ensure that strict financial controls and safeguards are explicitly required in all contracts, grants and sub-grants related to the project.

Women's Aid's accounts are audited annually by Milsted-Landon LLP and SafeLives by Crowe Clark Whitehill LLP

What we will do if funding from other sources was reduced or withdrawn

Of the £2.9m of funding from other sources £0.4m of grant funding has already been secured, and we are awaiting the outcome of grant applications for a further £0.82m. The remaining £1.7m of funding (with no more than 50% as an in kind contribution) has been pledged by local authority commissioners in each of the beacon sites, subject to SafeLives' securing all of the required partnership funding. The risk inherent in these pledges is addressed in the section on risk.

p) Marketing & Communications

Joint Project Communications Objectives:

Our joint project **Theory of Change outcomes**, provided in appendix A in this Project Plan, sets out our project outcomes as:

- Women and girls experiencing domestic abuse are supported by coordinated holistic approaches that increase safety, early intervention and resilience;
- Local communities mobilised to challenge domestic abuse and advocate for good quality support for survivors;
- Evidence based national and local strategies for responding to domestic abuse are informed by survivors;
- Survivors take a greater role in co-producing the services they want and need;
- Reframed state, private and specialist sector response to domestic abuse that creates positive change for women and girls ;
- Better quality evidence of what works influences policy, practice and commissioning decisions.

The **communications objectives** therefore are to facilitate the delivery of those outcomes to their highest potential through:

- **Enhancing the confidence** of women and girls of seeking response and expecting a positive response
- **Greater understanding of domestic abuse** in communities and confidence to act to prevent it
- **Communicating and promoting 'what works'**: what an effective, sustainable approach to domestic abuse that makes women and children safer more quickly looks like. We will disseminate the learnings through our communications with local service providers, regional

workshops, national conferences, training, presentations to government, other stakeholders and at the All Party Parliamentary Group for Domestic Violence. including creating **tools and guidance** for agencies to support a range of new approaches, improved responses, quality of provision and increased coordination based on shared outcomes. We aim to create a number of off-the-shelf packages, as well as for individual successful interventions, enabling any area that wants to pick it up in part or as a whole to do so, and ensuring that areas have interventions tailored to their local context.

- **Influencing commissioners and policy, practice and decision makers** both locally and nationally. The partners will use their national influence to promote the learning from this project and any recommendations for change, highlighting the lessons arising from the venture for developing a supportive policy environment for change. **Modelling partnership working** providing a model of collaboration towards a shared aim and beneficiary group.

Audiences

Both partners have a number of audiences with whom we are in regular communication with across multiple channels. These audiences are:

- Central government, especially the Home Office, Department for Communities and Local Government (DCLG), Dept. of Education, Dept. of Health and Number 10;
- National Public Servants, including Ministers, Special Advisers, Civil Servants;
- A full range of local commissioning agencies;
- Women's sector (specialist/non-specialist domestic violence organisations and national/local organisations);
- Relevant third sector agencies (mental health, housing, B&ME, LGBT, substance misuse, children safety, disability);
- Relevant private sector (community based business, employers);
- Influencers (on and offline);
- Commentators, experts and academics in domestic abuse, feminism, socioeconomic issues;
- Local audiences: raising awareness of joint project findings;
- Tier of public already interested in domestic abuse;
- The general public, including victims, survivors and perpetrators of domestic abuse.

Tactics:

- The joint project and its findings will be included in briefings to ministers, project reports, research papers, presentations, select committees on relevant areas, consultation responses, conversations with think tanks and government's executive agencies;

- Data and learning will be pushed at strategic moments: e.g. lead-up and outcomes of local and national election, new legislation, summits and publication of relevant reports;
- Roundtables and presentations to key stakeholders, including Big Lottery, central government and at the All Party Parliamentary Group for Domestic Violence;
- Events including regional workshops and national conferences (including as host, key-note speaker and presenter);
- Direct e-news and written communication to local service providers;
- Meetings with local commissioners.

Key Messages/Points of Persuasion:

• This seemingly intractable problem has solutions

• Help is available if you are experiencing domestic abuse, in a place that works for you

• Investing in our roadmap will save money

• Consistency and quality of service are needed at every step of the journey for all women and girls experiencing domestic abuse

• The specialist domestic abuse voluntary sector has a critical professional role, complementing statutory agencies

• Genuine prevention means supporting long term recovery for women and their children

• Organisations must and can work together to address domestic abuse

Content and Activity:

- A number of off-the-shelf Roadmap packages, as well as individual successful intervention packages, enabling any area that wants to pick it up in part or as a whole to do so, and ensuring that areas have interventions tailored to their local context.
- Press releases to mark key milestones (national, local, online).
- Blogs (on partner platforms and corporate websites of partners).
- Quick, engaging and well-designed briefings to communicate learning and data.
- Events/speeches – ensure both or one of partners speaks at relevant events.

- Use learning from project to take part in relevant campaigns e.g. #16days, International Women's Day 2017.
- Opinion pieces by Chief Executives of both charities in national, local and digital media.
- Case studies to include women and children, friends and family, perpetrators, specialist workers (including IDVAs, DAPAs, Outreach and Community Workers, Children and Young People support workers and dedicated Therapy and Counselling workers, specialist LGBT and specialist BMW support workers), multiple agencies and champions.

Communications Management:

The Partnership Agreement has a clause on external communications, an outline of communications protocols has been developed for the development stage of this bid and a detailed communications protocol will be developed to outline the process for joint communication prior to the project going live. For clarity and ease this will be reviewed quarterly in the first year of funding and bi-annually from there-on. The positioning of both organisations is important and their separate identities and values should be safeguarded within the partnership

Acknowledging Big Lottery Fund

- We will ensure Big Lottery Fund's brand is used all our channels when communicating about the joint project (e.g. use on website, social, briefings, video, reports)
- We will include Big Lottery Fund information in all press notices and public facing notes
- We will use Big Lottery Fund language to link project to its key strategic aims for its Women and Girls Initiative
- We will invite Big Lottery Fund stakeholders to all relevant events
- We will highlight Big Lottery Fund support across online and social media
- We will brief interviewees to mention Big Lottery Fund in all press engagement
- We will recognise Big Lottery Fund in all external speeches

Survivor/Women Voice

- It is crucial to our brand and to the success of the project for the beneficiary voice to influence and inform activity. It is therefore vital that it is included in all external facing content; our aim through this program is to always support women and girls, and therefore their voice

must be loud and clear. This could mean video interviews, blogs, media opportunities, quotes, workshops (all safeguarding measures will be taken to protect the beneficiary at all times).

Social and Online

- Women’s Aid and SafeLives use social media and digital engagement every day. They are crucial to any communications strategy. No external facing content will be produced without thinking of how to effectively communicate it online.
- We will communicate and promote the roadmap packages as well as individual successful intervention packages across our social media and online channels and directly with commissioners through social media channels.

Internal Communications

As part of our ongoing communications management, we will arrange away days to discuss values, communications, language, and potential conflicts, with team members outside of the project delivery as well as within it, to better understand each-other, our points of similarity and our points of difference which will assist with both organisations working more closely together and in understanding each other’s core values. We will also regularly review our shared vision, background and approach – give words to describe other’s problems and a shared narrative on how we describe ourselves and how we talk about each other which will also inform the Communications Protocol document as a result. Within the regular Joint Working Group meetings we will also have a regular agenda item to discuss any difficult issues that arise in a safe space the protocols for which will be developed in the terms of reference for the group in the first project meeting.

Communications Plan: A detailed communications plan will be developed in the launch phase of the project which will ensure delivery of the above in a format similar to the below to be shared at the Joint Working Group and at the Joint Governance Board at regular intervals:

	Year 1	Year 2	Year 3	Year 4	Year 5
Intended Outcomes/Impact					
Messages					
Audiences					
Tactics/channels					
Outputs					

q) Lasting impact

To ensure lasting and strategic impact in this project, both Women's Aid and SafeLives will test a range of interventions to create earlier invention and long-term recovery for survivors of domestic abuse. Our collaboration will provide a platform to share learning and for us to co-produce a Roadmap for System Change which will draw on the evaluation of all interventions. The joint elements of this work are the foundations from which lasting impact will be drawn and we believe that only this partnership can recommend radical, evidence-based systems change with the level of stakeholder support to create lasting impact.

Our methods include:

1. Gaining clarity of what the problem is and what needs to change
 - Analysing what is broken in the current system – drawing on research and data
 - Identifying evidence of good practice
 - Consulting with beneficiaries and stakeholders
2. Developing an appropriate response that meets the needs of stakeholders
 - Testing interventions to address beneficiary need with beneficiaries and stakeholders
 - Independent national evaluation - to provide credibility
 - Codifying the intervention = Practical tools – commissioner roadmap of evaluated interventions, training modules/learning outcomes/
 - Roll out (training and delivery) through our practitioner networks
 - Throughout this, gathering strong data to evidence the effectiveness of the interventions (including feedback loops to fine tune delivery/ proof of concept)
3. Influencing stakeholders and decision makers of the value of change
 - Joint Evaluation Reports including a cost benefit analysis to demonstrate the business case for funders and commissioners
 - Disseminating/promoting in our networks – e.g., members, professionals, funders, national and local government - training/MARAC/consultancy/policy development
 - Communication with stakeholders and wider influence groups e.g. policy-makers
 - Continuing adaptation and evolution to fill gaps and maintain/enhance quality
4. Supporting the process of change
 - Supporting the development of relevant local and national strategies and policies
 - Providing ongoing support with implementation and continuing communication of the evidence-based learning underpinning the need for systems change.
 - Evidencing early impact – to motivate the continuation of change and sharing good practice across the country

- Cross fertilisation across all our other activities supporting the sector (training, tools etc.)

The project will be underpinned by a communications strategy and we will continually engage with stakeholders through action learning groups. Throughout the life of the pilots we will be bringing together key stakeholders such as commissioners and civil servants to share our learning and encourage replication of interventions where they are shown / showing to deliver positive long terms outcomes for survivors of domestic abuse.

Both Women's Aid and SafeLives have extensive stakeholder networks and significant influence through the VAWG sector, throughout the wider charity sector and through other key agencies such as the police and prosecutors, health, justice and housing and homelessness. We will use these networks, as well as developing briefings and information on the project, its interventions and outcomes, to communicate and influence policy and practice in this area. We recognise that to achieve this level of meaningful communication and influence, dedicated resources are required and this is reflected within the project budget.

Evaluation and learning influencing local or national policy and commissioning

A key aspect of the bid is to have an independent published evaluation of the different interventions we are piloting – both to demonstrate what works and what doesn't work so well. We will use this joint evaluation to learn from the pilots and develop a forward plan for publishing and promoting interventions that lead to positive long-term outcomes for survivors of domestic abuse.

Appointing an external evaluator will mean there is greater potential to influence practice and policy and achieve sustainable change. Together with our respective in-house expertise, this independent perspective will also provide stronger evidence to help us influence effective commissioning – and this is vital in order for the work to be replicated in additional areas, leading to national scalability. Our aim is that commissioners embed the approaches in their commissioning frameworks and more generally they are embedded in local VAWG strategies and practices. In addition to this, a portion of the project will be part-funded by commissioners from the outset, creating buy-in and ownership, and leading to increased chance of success of embedding the approaches post-funding.

The evaluation will demonstrate how this new approach saves public money as well as saves lives – and this will inform not only our dissemination of the learning from the project, but also our wider work with policy makers and commissioners. Our partnership will use our extensive stakeholder networks, as well as developing briefings and information on the successful approaches, to communicate with key decision makers and politicians with an aim to influence policy and practice in this area with a view to achieve radical system change.

Continuation plans and replication

At the end of this project we expect to have evidence based and nationally scalable recommendations, both for local and national services, commissioners, funders and policy-makers. Throughout the pilots we will continually engage with the areas through action learning groups and regular contact – supporting them as needed and helping to 'troubleshoot' problems or barriers as they arise, including where we identify that

there is not full equality of access. Ultimately, our aim is that all the proven successful interventions will become 'business as usual' in all of the delivery sites, embedding good practice and sustaining the benefits for women and girls, and wider beneficiaries.

The services we will be working with across the partnership have a strong strategic voice and all work in partnership with wider statutory and voluntary services; their delivery of the interventions will enable us to capture the benefits to our core and wider beneficiaries, including local partnerships and strategies. We will draw on this rich source of expertise which combines operational perspective with experience of influencing strategies and commissioners, as well as the views of service users, and we will reflect this in dissemination of learning and sustainability plans. These services will also be able to act as champions for the new approaches where they are successful, sharing learning with their peers and colleagues locally and further afield.

Five years of discovering, developing, testing and evaluating work with services will provide our partnership with an exceptional understanding of service delivery from an operational perspective, helping us demonstrate more widely how to best utilise resources to transform lives. This will underpin the learning that we will disseminate to local service providers, at regional workshops, national conferences, training, presentations to government, other stakeholders and at the All Party Parliamentary Group for Domestic Violence. Throughout the life of the project we will be bringing together key stakeholders such as commissioners and civil servants to share our learning and encourage replication of interventions where they are shown/ showing to deliver positive long terms outcomes for survivors of domestic abuse.

We know that for the work to be truly successful in the longer term we need dedicated capacity to work with service providers, commissioners and policy makers. To support this:

- The perspectives of beneficiaries, services and other relevant stakeholders will influence future service design and give commissioners evidenced based approaches of effective interventions and delivery to draw on
- Partnership funding has been secured for some elements of the project, from both local commissioners and grant-making trusts, meaning buy-in and ownership
- Both partner organisations have strong relationships with a range of funders, including national and local government, police and crime commissioners, grant making trusts, and wider philanthropy. In addition to securing the buy-in of local areas (who must be on board in order for this to succeed) we are also well placed to secure continuation funding for replication and rollout of various elements of the successful approaches, whether geographical or by theme, if there are services struggling to take on the approach for financial reasons.
- We will model successful joint working to the sector through our partnership as services may sometimes need to mirror this at an operational level.

Finally, our partnership was jointly awarded funding from the Treasury to test some of our early intervention work in the spending review in November 2015, signalling that there is already buy in to our approaches at the most senior level in the country. We will be working with the Treasury in the coming weeks and months to agree the detail of this, and will share this with the Big Lottery Fund as it emerges. The extra capacity it gives us jointly will add significant value to this project and is likely to speed up replication and rollout significantly.

Adopting the approaches from our project more widely across our other work

Our aim is that the two approaches we are testing within this project, taken together will bring about genuine system change nationally. Change on this scale will inevitably have huge implications for every aspect of the current work we do. Once we have a 'Roadmap for system change' supported by strong evidence we will separately consider how we can embed this in our respective organisations in addition to the external dissemination we carry out. For example we anticipate that amongst other things we will:

- Embed the learning within our training and accreditation programmes
- Update our current toolkits including learning packages, guidance, data collection and evidencing outcomes
- Update our broader messages and guidance for commissioners and policy makers
- Embedding the approaches within our own services

We also anticipate that other innovative programmes our organisations are delivering will be more effective and holistic when delivered alongside the projects initiatives.

Summary

We have chosen the methods outlined above because we know from both our previous experience and work that they are effective in bringing lasting change to practice and real system change. This project, because it is being delivered by our unique partnership, will give us the opportunity to learn what an effective whole-system response looks like:

- We will draw on the achievements of our existing separate models to transform the statutory and voluntary response to domestic abuse and how women, girls and children are safeguarded
- It will drive a step-change in provision and the public policy approach to addressing domestic abuse
- We will demonstrate the contribution of the specialist women's sector in responding to challenges in service delivery for vulnerable groups
- We will use our national/local relationships and influence, the strengths of this partnership and a rigorous evidence base to drive change
- We will jointly and with our beneficiaries co-create better services to empower more women and girls to live free from domestic abuse

Crucially, this project will keep survivors and beneficiaries at its heart, representing their interaction with services, unique insight, and lived experience.

r) Risk analysis

Ref	RISK	POSSIBLE IMPACTS	MITIGATION and EXISTING CONTROLS	FURTHER ACTION REQUIRED	IMPACT	PROB	PRIORITY	LEAD resp.	T/SCALE FOR ACTION	Progress
1	Risk that there is not sufficient evidence to create the Roadmap for Systems Change	<p>Loss of faith in evaluation by partners and funders.</p> <p>Loss of learning of 'what works' and ability to replicate</p> <p>Loss of key output of the joint partnership work</p>	<p>Conversations commenced around evaluation.</p> <p>Basic understanding of current evaluation methods</p>	<p>Commence work on detailed joint evaluation once interventions fully developed – in project plan.</p> <p>Employ external evaluation organisation with excellent track record and highly recommended.</p>	5	3	15	Joint Project Leads	Spring 2016	Underway
2	There is a risk that perceived and actual differences between Women's Aid and SafeLives result in operational difficulties, misunderstandings and failures to agree	<p>Decision making is slow and project timescales suffers negatively as a result.</p> <p>Significant project outputs and outcomes are compromised and possibly lost</p> <p>Staff operate in interests of own organisation before that of partnership</p>	<p>The Partnership agreement documents the spirit of the partnership and a commitment to work together.</p> <p>Management to convey spirit of partnership working to all team members.</p> <p>Regular communication across organisations at operational and strategic level to mitigate issues escalating.</p> <p>The Joint Working Group will work collectively to</p>	<p>Clear processes, responsibilities and terms of reference to be created to mitigate operational differences and offer clarity of responsibilities and expectations.</p> <p>Create a safe space on the project meetings (Working Group) and development of bid to discuss any difficult issues that arise.</p> <p>Look at shared vision, background and approach – give words to describe other's problems and a shared</p>	4	3	12	CEOs	<p>All actions to be complete by commencement of funding</p> <p>Management commitment to working together is an ongoing responsibility</p>	Underway

Ref	RISK	POSSIBLE IMPACTS	MITIGATION and EXISTING CONTROLS	FURTHER ACTION REQUIRED	IMPACT	PROB	PRIORITY	LEAD resp.	T/SCALE FOR ACTION	Progress
			<p>seek agreements on any disputes or contrasting priorities, only escalating to the programme board only where no solution can be agreed.</p> <p>The Joint Programme Board will include an independent chair, and the charities respective chairs of trustees, to provide a more objective decision making funding.</p> <p>Both groups will work within agreed terms of reference, intended to ease decision making and minimise potential areas of disagreement The Partnership Agreement includes a commitment from both partners to work together to resolve issues to the beneficiaries benefit. It also includes a dispute resolution process, including an option to use a mediation service.</p>	<p>narrative on how we describe ourselves and how we talk about each other (part of the Comms Planning)</p> <p>The Joint Programme Board to be appointed and equipped with skills and background to manage conflict to a satisfactory conclusion for all concerned and are provided with clear Terms of Reference for their role and accountability.</p> <p>Partnership agreement including escalation and exit clauses, to be signed off. External agencies are employed to provide unbiased support in finding solutions to difficult issues.</p>						
3	Risk that combined impact of this	Decision making is slow or ineffective.	Effective organisation – wide planning and long	Review planned for organisational business plan	4	3	12	CEOs	Apr-16	Underway

Ref	RISK	POSSIBLE IMPACTS	MITIGATION and EXISTING CONTROLS	FURTHER ACTION REQUIRED	IMPACT	PROB	PRIORITY	LEAD resp.	T/SCALE FOR ACTION	Progress
	project alongside other large pieces of work, leaves partners struggling to maintain sufficient focus and control of individual organisational scope and costs	<p>Priorities are unclear or blurred.</p> <p>Staffing levels and admin support becomes insufficient to support priority needs</p>	<p>term theory of change for both organisation and project.</p> <p>Clear priorities relayed in key organisational business planning documents, signed off by Board</p> <p>Full joint project planning, identifying detailed timelines, responsibilities and resource demands.</p> <p>Effective governance procedures.</p>	<p>and theory of change in Q4 of f/y 15/16 planned.</p> <p>Planning commences for joint project as part of development.</p> <p>Ensure governance and roles remain clear in both joint project as well as the wider project management within the organisation, and when changes are made, are quickly communicated</p>						
4	Risk that costs to the partnership are higher than expected	<p>Staff costs cannot be met or are met from outside the budget.</p> <p>Area funding provision is reduced and services are cancelled or reduced in scope, impacting on achievement of outcomes</p>	<p>Possibility to seek other funders or reduce scope.</p> <p>Ensure any contracts minimise liability for any surprise costs.</p> <p>Maintain contingency budget.</p> <p>Careful budgeting & forecasting, and monitoring of costs.</p>	<p>Maintain fundraising relationships and an ongoing fundraising plan and strategy should funding gaps become unavoidable.</p> <p>Continue to build unrestricted reserves for contingency.</p> <p>Create partnership budget management and control processes and procedures per section o) of the Project Plan.</p>	2	3	12	Joint Project Leads	Dec-15	Underway

Ref	RISK	POSSIBLE IMPACTS	MITIGATION and EXISTING CONTROLS	FURTHER ACTION REQUIRED	IMPACT	PROB	PRIORITY	LEAD resp.	T/SCALE FOR ACTION	Progress
		Accumulated Deficit across program Risk of inability to deliver project as agreed with funder	Regular budget meetings with project leads.							
5	Local delivery partners, including dedicated specialist domestic abuse services, will close or be unable to provide agreed support, as they are small voluntary projects, which are by nature vulnerable and at risk of losing sustainable funding	Delivery cannot begin or, if underway, complete as planned. Outcomes are reduced or not achieved.	<p>Thorough review of sustainability prior to partnering with service - forms part of early conversation with delivery partner strategic leads</p> <p>Support of Women's Aid's capacity building program to support local partner sustainability.</p> <p>Partners already supporting local authorities and commissioners to assist in the development and roll out of the project.</p>	<p>Process agreed to undertake with each delivery partner to identify level of vulnerability and level of ability to undertake required activities.</p> <p>Provide peer support and network opportunities to support and identify where else expertise could be sourced if necessary</p> <p>Seek Commissioner commitment to provide sustainable funding for duration of the project.</p>	5	2	10	<p>Project Leads</p> <p>Account managers in SL beacon sites</p>	Immediate	Underway
6	Risk that interventions do not succeed as expected or have unintended consequences	No measurable benefit is seen. Survivor harmed or put at risk through project activities. Outcomes are not achieved. Partnership suffers financial liability.	Survivor consultation throughout development and delivery of project, including in the development survivor consultation itself and of all interventions and project activities. Survivor Feedback captured	<p>Survivor consultation and involvement core to both models</p> <p>Running agenda item at Joint Working Group and Joint Project Board meetings.</p> <p>Joint Project Board are</p>	4	2	8	Project Leads	Processes must be in place prior to commencement. Monitoring will be ongoing	Underway

Ref	RISK	POSSIBLE IMPACTS	MITIGATION and EXISTING CONTROLS	FURTHER ACTION REQUIRED	IMPACT	PROB	PRIORITY	LEAD resp.	T/SCALE FOR ACTION	Progress
		Interventions are cancelled or halted for significant rework.	regularly from interventions. Internal and External Advisory Group continually consider risk to victims and survivors. Joint Project Board notified of the project requirement to not adversely affect survivors of domestic abuse. Subcontractor or sub-grantees legally required to meet high standards of safe-guarding etc. Performance is closely measured on an ongoing basis to ensure problems are identified early. Theory of change is managed ongoing Partners maintain suitable insurance at all times.	appointed and provided with project briefing and terms of reference pack. Performance management to be defined for each intervention.						

s) Supporting information

Appendix Number	Appendix Name
Appendix A	Women's Aid and SafeLives: Joint Theory of Change
Appendix B	Shared Roadmap for System Change diagram
Appendix C	Glossary: Shared Language
Appendix D	Project Need: Prevalence and Impact of Domestic Abuse
Appendix E	Draft Partnership Agreement
Appendix F	WA & SL Partnership - Joint Budget
Appendix G	Joint Project Cash Flow Projection
Appendix H	Women's Aid: Audited Accounts 14/15
Appendix I	SafeLives: Audited Accounts 14/15
Appendix J	Partnership Governance and Operational Structure Diagram
Appendix K	Joint Project Staffing Diagram
Appendix L	Joint Project Key Partnerships
Appendix M	Women's Aid Organisation Staff - Team Resources
Appendix N	Staffing structure: SafeLives
Appendix O	Women's Aid: Biographies of key staff
Appendix P	SafeLives: Biographies of key staff
Appendix Q	Women's Aid: Change that Lasts diagram and Theory of Change
Appendix R	SafeLives: Blueprint for Safety diagram
Appendix S	SafeLives, One Front Door and Drive
Appendix T	Women's Aid: Memorandum and Articles of Association

Appendix U	SafeLives: Articles of Association
Appendix V	Women's Aid: Theory of Change
Appendix W	Women's Aid: #HearMe - Change that Lasts: Transforming responses to domestic violence and abuse in England
Appendix X	SafeLives: Getting it right first time (<i>SafeLives strategy 2015-18</i>)
Appendix Y	List of Organisational Policies and Procedures
Appendix Z	SafeLives' Beacon Sites Signed Letters of Intent