

# Service specification

The Drive project

**RESPECT**



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# 1. Service specification

This service specification is for the Drive Project. The Drive Project is a community-based intervention for perpetrators of domestic abuse (service users) whose victims are assessed as high risk of significant harm or fatality, aged 16 years and over. This project is being piloted for a three year period in three locations across England and Wales; South Wales, West Sussex and Essex.

## 1.1 Scope of the Service

### The service will:

- 1.1.1 Provide a multi-skilled team of 3 full time equivalent (FTE) Case Managers plus a full time Service Manager. The Case Managers will have a proposed annual caseload of up to 33 service users each; delivering an intervention to an expected 100 assigned service users per year and a total of 300 in each site across the Pilot's lifespan.

Please note:

- 2 full-time Case Managers and a full-time Service Manager will be recruited in Year 1: Month 1 with the third Case Manager being recruited in Year 1: Month 8.
- It is projected and acknowledged that the number of service users receiving the intervention may be lower due to establishment and implementation processes.

- 1.1.2 Offer a consistent service for a maximum of 10 months to all eligible male or female service users aged 16 years and over assigned to the intervention. Service users including those who do not want to engage, will be assigned randomly to either an intervention or a control group using the eligibility criteria specified in the Drive Project Manual.

The key criteria are:

- The victim of the perpetrator is identified as high risk and the victim's case is referred to Marac.
- The perpetrator is not incarcerated for the duration of the proposed intervention.

NB: Although the service will not work directly with children under the age of 16, it will make referrals to safeguard any children believed to be at risk of harm (This will include young people who use harmful behaviours, aged 16 and 17 years of age).

- 1.1.3 Offer a provision to service users assigned to the Drive Project via the Maracs outlined below.

Where service users move out of the Marac boundaries during the 10 month intervention, The Drive Project intervention will continue.

West Sussex:      Crawley and Worthing Adur

South Wales:      Merthyr Tydfil and Rhondda Cynon Taf

Essex:              Colchester and Tendring

- 1.1.4 Be delivered Monday to Friday (inclusive) between the hours of 9am and 8pm (evening working to be facilitated on a rota basis). Occasional weekend working may be required depending on the intervention plan of the service user. 3 FTE Case Managers will be expected to deliver 112.5 hours per week in total.

Service opening times		
<b>Service core opening</b>	Monday – Friday	9am – 5pm 9am – 8pm (two evenings per week)
<b>Service out of hours response</b>	An out of hours provision will not to be required to service users, however is desirable.	

## 1.2 Access to Services

### The service will:

- 1.2.1 Have a clear and accessible referral pathway into the service for all eligible service users assigned to the intervention.
- 1.2.2 Work proactively to ensure that a non-discriminatory service is equally accessible to all eligible assigned service users, including identifying and implementing strategies to overcome barriers to access for vulnerable groups. For example:
- People with disabilities including learning disabilities
  - People in minority communities who may have language or cultural issues
  - People with highly complex problems due to aggravating factors such as substance misuse
  - LGBT
  - Young people
  - Older people
  - Other hard to reach groups
- 1.2.3 Maximise perpetrator engagement by targeting an initial response to referrals within 5 working days following the case being discussed at Marac.
- 1.2.4 Provide accessible, safe locations for the Case Managers to meet safely with service users in the pilot area. This may at times include a presence with criminal justice agencies, health settings or community-based centres but should be tailored to local need and age profile.

## 1.3 Nature of Support

The Drive Project will offer to each service user a risk and needs led response that proactively addresses risks to themselves and others, and their identified support needs. The service, delivered in the context of multi-agency response, will support the service user with their practical needs, address offending and motivate engagement in activities that will produce sustained behaviour change.

### The service will:

- 1.3.1 Provide a Case Manager(s) for each assigned perpetrator to act as a single point of contact to secure the perpetrator's engagement, to work with them on a one to one basis for up to 10 months and drive, with partner agencies, reductions in risk and attitudinal and behaviour changes.
- 1.3.2 Complete the prescribed risk identification checklist (RIC) for all of service users to assess risk to the victim, any children and to the perpetrator themselves. For uncooperative service users there is a requirement (where possible) to obtain the risk assessment completed with any associated victim(s) by the Idva(s), supported by the information available from other agencies involved.
- 1.3.3 Complete all other mandatory tools as prescribed in the Drive Project Case Management pack with relevant service users.

- 1.3.4 Adopt and adhere to the Drive schedule of reviews of service users' risks, needs, and progress using the prescribed tools in the Drive Project Case Management pack.
- 1.3.5 Work collaboratively with the victim's and children's Idva(s) or other support services during the intervention with the service user to ensure the safety of victims and children.
- 1.3.6 Develop a strategy (termed an intervention plan) that reflects the service user's individual risks, needs and engagement. Guidance on the appropriate balance between support and/or disruption is outlined in the Drive Project Manual and Case Management pack. A list of some of the areas of intervention and/or support is outlined in Schedule 1.
- 1.3.7 Share the intervention plan with the Idva or victims/s support worker where appropriate, reviewing possible risks attached to the intervention plan
- 1.3.8 Identify any children at risk and in consultation with the Idva respond and/or refer appropriately,
- 1.3.9 Seek access to the relevant expertise to address the full range of identified risks and needs of service users. This expertise can exist either within the service or otherwise be provided through referral and work alongside partner agencies.
- 1.3.10 Ensure service users are referred to an accredited perpetrator programme(s) according to criteria set out in the Drive Project Manual.
- 1.3.11 Be responsible for delivering the key outcomes outlined in Schedule 3.

## 1.4 Case management and supervision processes

The service will have a robust case management and supervision process to ensure effective practice by staff from the point of intake to case closure.

### The service will:

- 1.4.1 Provide a Service Manager to supervise the Case Managers. A role description for the Service Manager is included in Appendix 3.
- 1.4.2 Allocate a Drive Case Manager to each service user referred to the project from intake to case closure (this is expected to be typically 10 months).
- 1.4.3 Adopt and adhere to the prescribed processes outlined in the Drive Project Manual and Case Management pack covering case intake, review, and closure procedures, including a regular schedule of case supervision and progress reviews.
- 1.4.4 Have an intake process that aims to maximise the opportunity for initial engagement with the service user through a timely response from referral to case closure.
- 1.4.5 Manage caseloads to ensure that interventions are provided at the quality set out in the Drive Project Manual and to achieve the best value for money. There is an expectation that each Case Manager will have a case load of around 33 service users across the course of (typically) a 10 month period. The aim is for 100 service users to receive an intervention per year. (It is anticipated in Year 1 this will be lower due to the implementation process of the provision).  
  
The Drive Partnerships will review caseload expectations throughout the pilot and assess where there is room to adjust this.
- 1.4.6 Maintain the expected average caseloads by accepting new referrals to replace any service users exiting the project for any reason outlined in the Drive Project Manual.
- 1.4.7 Use the Drive electronic case management system, to ensure that is kept secure. The Drive Case Management System is where all case notes, assessments and forms such as

completed questionnaires or progress assessments will be held. Detailed requirements are in development. The licence for the data system for the duration of the pilot will be paid for by the Drive Partnership.

## 1.5 Multi-agency Working

The service will have a robust case management and supervision process to ensure effective practice by staff from the point of intake to case closure.

### The service will:

- 1.5.1 Proactively mobilise a multi-agency response to domestic abuse with partner agencies, and demonstrate that they are actively promoting congruent and effective relationships with the core agencies listed in Schedule 2. This may be achieved through a range of strategies (for example, co-location, supporting specialist practitioners, strong referral pathways, joint working) to achieve effective engagement with core agencies. (But not signposting or stand-alone training programmes).
- 1.5.2 Proactively champion the establishment of clear and streamlined pathways to partner agencies or otherwise institutionally campaign for the promotion and improvement in their responses to service users of domestic abuse.
- 1.5.3 To support other agencies to have robust policies and procedures in place that demonstrates ethical, integral and safe practice(s) in line with the Drive ethos.
- 1.5.4 Proactively collaborate with the multi-agency response to victims of domestic abuse. In particular to work closely with the victims' and children's Idva(s) during the intervention with the service users and to contribute or attend the local Marac(s) to provide information about the service users their engagement, progress and abusive behaviour maintaining a focus on risks to the victim and any children.
- 1.5.5 Proactively engage with a multi-agency response to child safeguarding when appropriate and fulfil their legal duty in relation to this.
- 1.5.6 Proactively engage with a multi-agency response to adult safeguarding and fulfil their legal duty in relation to this.

## 1.6 Monitoring Framework

The monitoring framework will include measures of outputs and outcomes. The key outcomes measures to be monitored are:

- 1. All eligible service users assigned to the intervention are proactively offered an equally, accessible non-discriminatory service.
- 2. Victims [and children] are safer.
- 3. Repeat victimisation is reduced.
- 4. Service users report improved health, wellbeing and resilience.
- 5. Service users understand domestic abuse and the impact on victims and children.
- 6. Service users not engaging are held accountable for their behaviour.
- 7. Recidivism and severity rates (all crimes) in service users offending are reduced.

NB: These are the proposed outcomes but they may be subject to change on advice from the academic evaluators.

### The service will:

- 1.6.1 Use the Views case management and data monitoring system to provide the prescribed data including the SafeLives Insights questionnaires, and other progress tools to monitor the

service outputs and outcomes for service users, their victims [and their children] outlined in Schedule 3.

- 1.6.2 Provide a **quarterly** report to the Drive Project Director which includes at a minimum the data in Schedule 3 within **one** month of the period end. Any material deviation from expected targets or other monitored metrics must be identified together with any explanatory notes, service developments or corrective actions taken.
- 1.6.3 Provide an **annual** report compiled by the Service Manager to include a detailed evaluation of the year (specifications detailed in 1.6.2), reflections on the projects development and recommendations for the forthcoming year.
- 1.6.4 Provide a **quarterly** survey of service user feedback and where applicable outline any service developments or corrective actions taken as a result of this feedback.

## 1.7 Data Sharing

The service meets all legal and best practice standards for case management and data sharing.

### The service will:

- 1.7.1 Adopt/ adhere to clear protocols and methods for sharing information, both within and between agencies about people at risk of experiencing or perpetrating domestic violence and abuse. Clearly define the range of information that can be shared and with whom (this includes safe protocols for sharing information where the service user is unaware of the victim's disclosure. For example from within health services).
- 1.7.2 Ensure that all aspects of casework and case file recording meet their legal and best practice duties to the service user, as outlined in the Drive Project Manual and Case Management pack. For example:
  - Confidentiality and its limitations must be clearly explained to service user during the intake process. Service user must be provided with a Service User Agreement to sign to say they have understood confidentiality and information sharing and consent to participating in the intervention.
  - Refusals to sign or engage with interventions are to be clearly recorded and a discussion held with the Service Manager to agree a disruption strategy.
  - Case files are stored securely (e.g. secure access restrictions/password protected/ locked in cabinets).
  - Particular care is taken to store securely any third party information, and no third party information is to be shared with the service user or their representatives.
- 1.7.3 Ensure that all aspects of casework and case file recording meet their legal and best practice duties to any victims or children associated with the service user as outlined in the Drive Project Manual. For example:
  - Where victim (or children's) data is stored in the service user's files it must be stored as third party information, and must not be provided to the service user or their representatives.
- 1.7.4 Sign and adhere to the relevant Information Governance Protocols (Marac, MASH, etc.) in the local area.
- 1.7.5 Sign and adhere to any local partnership Information Sharing protocol and utilise secure communications systems.
- 1.7.6 Ensure all staff members who will share information are trained to understand and adhere to the required protocols.

## 1.8 Human Resources

The service should have a strong policy framework which reflects the specific challenges of working with domestic abuse perpetrators. They will employ qualified, competent and well supported staff, recruit them in a safe and considered way and provide them with opportunities for continuous professional development (CPD).

**The service will:**

- 1.8.1 Ensure that staff, are recruited, inducted, trained and supported appropriately for work with perpetrators of domestic abuse.
- 1.8.2 Ensure that staff members are qualified to the level specified in the Drive Project Manual to work with perpetrators of domestic abuse and undertake regular CPD to maintain and enhance their skills. Specifically to ensure all staff and seconded employees working as Case Managers and Service Managers have the Drive Project Case Manager training. Case Managers will need to have successfully completed the Drive Project training, including assessment requirements.
- 1.8.3 Proactively work to provide opportunities for staff to develop skills and specialisms by providing opportunities for training, and continued professional development (CPD).
- 1.8.4 Effectively manage the risks that staff members face through their work, provide monthly **independent** clinical supervision to all staff working with service users.
- 1.8.5 Have the appropriate domestic violence policies that enable it to address the situation where employees are themselves victims or perpetrators of domestic abuse.
- 1.8.6 Ensure that all frontline practitioners working with children/young people that harm have the necessary skills and knowledge and are supervised according to any local children and young people's supervision and skills requirements, within 3 months of the start of the contract.

## 1.9 Governance

The service will have clarity of accountability between their executive and non-executive roles (trustees/board) with robust performance management, risk and financial management systems and a clear strategy, operating plan and budget.

**The service will:**

- 1.9.1 Be placed within a robust framework with clear lines of accountability between all staff and between the executive management and the board.
- 1.9.2 Have appropriate role descriptions for all staff in place [Job Descriptions detailed in Appendix 3 and 4]

**The service will have a management or board structure that:**

- 1.9.3 Monitors appropriate data to measure the performance and outcomes and regularly reviews practice to ensure continuous evidence led service development or corrective action when required.
- 1.9.4 Receives regular information to ensure that a non-discriminatory service is being offered to all eligible service users and that resources are allocated according to risk and need.
- 1.9.5 Takes account of stakeholder's views in reviewing and developing the service, and ensures there are systems in place to monitor the service users' and their victim's views and experiences.
- 1.9.6 Identifies and manages key legal, financial and operational risks and has a clear strategy for maintaining its activities within a sustainable organisation.



- 1.9.7 Takes responsibility for ensuring that the service meets its contractual requirements.
- 1.9.8 Contributes to strategic partnerships and multi-agency forums, including the Marac at which any poor practice is challenged at both an individual and institutional level.
- 1.9.9 Understands the requirements and aims of the Drive project and engages in achieving these throughout the pilot.

## **1.10 Safeguarding**

### **The service will:**

- 1.10.1 Ensure that the welfare and rights of children and young people remains paramount and that all children and young people are effectively safeguarded with due consideration but not exclusively to:
  - Children's Act 1989 2004.
  - Human Rights Act 1998.
  - United Nations Convention on the Rights of the Child (UNCRC).
  - Homelessness Act 2002.
  - Other Acts listed in the Invitation to Tender document where applicable
- 1.10.2 Ensure that all staff and volunteers conform to all safeguarding children and child protection legislation, national Working Together guidelines and the local safeguarding children procedures.
- 1.10.3 Ensure that all staff and volunteers conform to local safeguarding adults' policy and procedures.
- 1.10.4 Ensure that frontline practitioners have the relevant level, for their role, of safeguarding training as identified by the Local Safeguarding Children's Board (LSCB).
- 1.10.5 Ensure that frontline practitioners have the relevant level, for their role, of safeguarding training as identified by the Local Safeguarding Adults Board (LSAB).
- 1.10.6 Comply with any future amendments/additions to such legislation and/or guidelines.
- 1.10.7 Contribute to the decision making in relation to the welfare of children and/or vulnerable adults, through professional meetings, case conferences, pre-proceedings, contact proceedings with the understanding that they are not providing an expert witness service and will refer to the need for this where appropriate (as set out in the Drive Manual)

## **1.11 Disclosure and Barring Service (DBS)/ Criminal Records Bureau (CRB) Checks**

### **The service will:**

- 1.11.1 Have robust vetting policies and procedures for staff which comply with those set out in the Drive Project Manual, which will include:
  - Ensuring at all times that all staff have current enhanced Disclosure and Barring Service and barred list checks or enhanced Criminal Records Bureau clearance, which includes the Protection of Children Act (POCA), and that this clearance is repeated on such a regular basis as is reasonably necessary for the duration of the contract.
  - Ensuring that any employee or sub-contractor of the provider whose alleged conduct places a child or vulnerable adult at risk or might bring the purchaser into disrepute will be the subject of immediate investigation by the provider and dealt with in accordance with their procedures and policies.

## **1.12 Equality and Diversity**

**The service will:**

- 1.1.1 Demonstrate compliance with the Equalities legislation.
- 1.1.2 Ensure that Equality and Diversity policies and procedures are implemented and, in particular, identify or highlight cases of disability in accordance with the Equality Act 2010.
- 1.1.3 Monitor engagement and outcomes disaggregated by ethnicity, age, disability, sexuality, gender, income and take steps to understand and address performance that falls below that of the service user group as a whole.

## 2. Schedules

[Examples only]

### Schedule 1: Areas of support typically offered by the Drive Project

Areas of support:	Areas of disruption:
Physical Health	Children and Families
Psychological wellbeing – Mental Health	Evidence gathering for prosecution
Housing	Work activities
Children and Families	Social activities
Substance Misuse	Status in community
Socialisation and Community	Availability of Victims
Purposeful Activities	Notification
Education, Employment and Training	Housing
Benefits, Debt Management and Finances	Benefits, debt and finances
Behavioral and Attitudinal Change	
Identity	
<b>EMBEDDED IN THE CONCEPT OF EFFECTIVE PARTNERSHIP WORKING</b>	

### Schedule 2: Partner/ Core agencies and recommended expertise (this list is not exhaustive)

Partner /Core agencies	Related core skills/ Lead case workers
IDVA(s) and IDVA Service (Independent Domestic Violence Advisor)	Risk assessment/management and safety planning. Victim support.
Local accredited perpetrator programmes.	Attitudinal and behavioral change / Psycho education.
Police	Criminal justice system / Police disruption tactics / Mentoring / IOM
Criminal (CPS) and Civil Courts	Processes, options and remedies
Probation and CRCs	Criminal justice system/ MAPPA/ Effective offender management.
Children's Social Care Services.	Safeguarding children /Family courts /Young people (Aged 17) as service users.
Adult Social Care	Adult Safeguarding, Care packages , home visits etc.
Mental Health Services (Adult and CAMHS)	Mental Health services and available options for support. Counselling/recovery programmes/CBT/Clinical interventions
Drug and alcohol services (Adult and Young Peoples services)	Drug and alcohol reduction/abstinence/maintenance programmes. Recovery support
Housing (Authority, Associations and Landlords)	Housing, transfers, temporary accommodation, tenancy support, repairs
SARC (Sexual Assault Referral Centre)	Sexual violence
Acute Care (A&E)	Physical health care
Health Care Services (Local GPs, GUM clinics etc.)	Health Care needs.
Specialist Support Provisions	B&ME, LGBT etc.

**Schedule 3: Recommended Outcome monitoring metrics. Please note that ‘target’ figures are for illustrative purposes only and will be developed in years 2 and 3 of delivery:**

**N.B: This schedule is subject to review by the academic evaluators.**

Outcomes	What must be reported	Definition/notes	Target / Monitor
Victims [and children] are safer	Victim [children] reported outcomes		
All eligible service users assigned to the intervention are proactively offered an equally accessible non-discriminatory service.	Diversity data by engaged/ non engaged service users		
	Complaints/feedback		
Repeat victimisation is reduced.	Police data on domestic violence (call outs and recorded crimes)		
	Marac repeat victimisation / serial perpetration		
Service users report improved health, wellbeing and resilience.	Needs assessment outcomes		
	Progress tools outcomes		
Service users understand domestic abuse and the impact on victims and children	Progress tool outcomes		
Service users not engaging are held accountable for their behaviour	Criminal Justice System data on prosecutions		
	Victimless prosecutions		
Recidivism and severity rates in service users offending are reduced	Police data on all crimes		

## Schedule 4: Recommended Contract monitoring: metrics

**N.B:** This schedule is subject to review by the academic evaluators.

Outcome / Performance indicator:	Measured by:
The percentage of service users working with the case manager	Face to face contact with CM, attendance at risk reducing activity, take up of a support offer
The services effectiveness in promoting positive outcomes for services users with a multi-agency context	Feedback from local agencies, evidence of effective joint work with other professionals, the presence of the Drive project in the community safety strategic planning, examples of effective advocacy for effective support/disruption responses from other agencies
Increase in victim safety	Reduction or cessation in violence or abuse, victims feel supported by Drive Activity – victim feedback
Identification of children and young people’s needs and risks	Appropriate safeguarding referral, young people at risk accessing appropriate services, evidence that the needs of children and young people are in case file documents of the Drive project, work with children’s services to inform appropriate decision making in relation to children

## Schedule 5: Contract monitoring: Full time equivalent staff and referrals

	Full time equivalent staff	Staff base Salaries (including NI and Pensions)	Active referrals	Average caseloads
Case Managers	3		33 p.a.	33 p.a.
Service Manager	1		0 p.a.	0 p.a.

## Schedule 6: Case Management Tools: (Mandatory)

<b>Case Management Tools</b>
Attitudes and Motivation Assessment
Case Management (Idva and Case Manager) Pro-forma
Case Management Supervision (Case Manager and Service Manager) Pro-forma
Case Notes
Intake Form
Individual Intervention Plan
Needs Assessment
Process Map
Risk Assessment
Service User Agreement
Violence and Abuse Measure

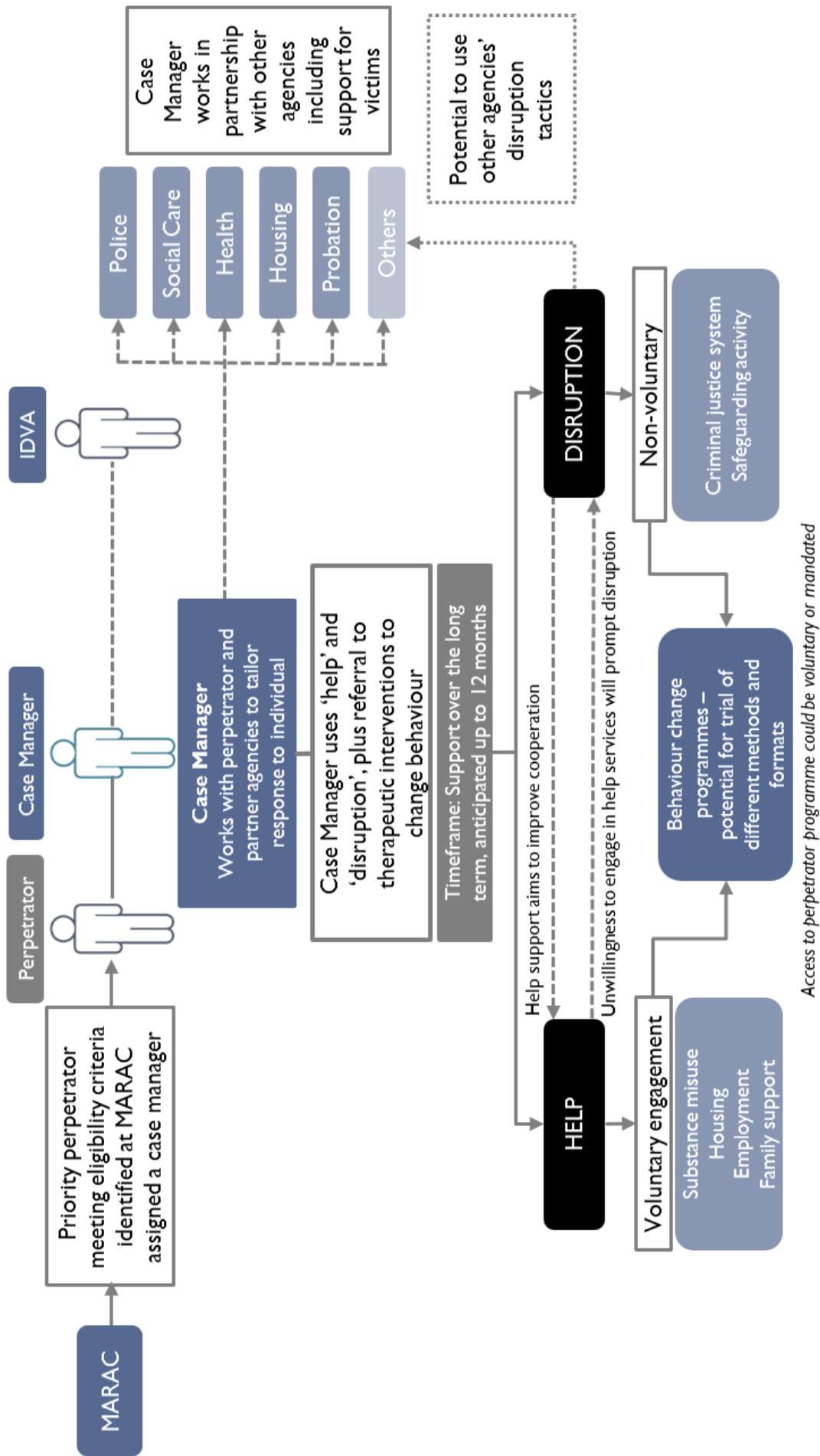
# Appendix 1 Operational Model

The service will provide a Case Manager who acts as a single point of contact for the service user, providing proactive one to one case work to service users of domestic abuse. The Case Manager will be responsible over the long term to deliver outcomes, working with each service user for up to a year to achieve attitudinal and behavioural change and closely working with the Idva(s) to ensure safety of victims.

The Case Manager will be an outstanding individual with strength of character and experience of the domestic abuse sector, working for an independent agency outside of the criminal justice system to build trust. Recognising the potential for service generated risk in their work the Case Manager will be trained to minimise and manage risk. They will be expected to work one-to-one, have an excellent understating of domestic violence, risk and skills in increasing motivation and interagency work. If mental health needs were identified then referrals would be made to appropriate partner agencies.

The Case Manager will assess need and risk in order to deliver an individualised response. They will maintain contact with support services to allow the victim's Idva to ensure safety is not threatened. They will work in partnership with other services to coordinate the response to the service user which may include perpetrator programmes, specialist support for substance misuse, housing or employment as needed, as well as emotional or therapeutic support. The budget includes funding for additional interventions of this type as well as an element for 'innovation' to allow flexibility to meet other needs if they become apparent. This will require strong partnerships with other local services and effective multi-agency working.

Where service users do not engage Case Managers will employ a range of strategies to Support behaviour. Their one-to-one relationship will balance such 'help' support with 'disruption' strategies more frequently used as part of the Criminal Justice System (CJS) CJS including Clare's Law and DVPNs/DVPOs. The Case Manager will work closely with police to use legal strategies that make life more difficult for the perpetrator and could include arrest for a non-domestic abuse crime (such as drink driving or possession of illegal drugs). This element will depend on strong support from police and other agencies, and because of this we will need to work at all levels in the area to build strong collaboration.





## Appendix 2 The Drive Partnership

**SafeLives** is a national charity dedicated to ending domestic abuse. Previously called CAADA, we chose our new name because we're here for one simple reason: to make sure all families are safe. Our experts find out what works to stop domestic abuse. Then we do everything we can to make sure families everywhere benefit. It works: after getting the right help, more than 60% of victims tell us that the abuse stops. Our new strategy focuses on addressing the needs of the whole family – including service user.

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

**Social Finance** is a not for profit organisation that partners with the government, the social sector and the financial community to find better ways of tackling social problems in the UK and beyond. We have raised over £24 million of social investment and designed a series of programmes to tackle social challenges including rehabilitating short sentenced offenders, supporting vulnerable adolescents to avoid being taken into care and helping NEETS access employment.

# Appendix 3 Case Manager: Job Description (Draft)

<b>Position:</b>	Drive Case Manager (Perpetrator Pilot Programme)
<b>Reports to:</b>	Drive Service Manager
<b>Hours:</b>	TBD
<b>Salary:</b>	TBD
<b>Location:</b>	_____
<b>Travel:</b>	You will be required to travel extensively throughout _____
<b>Contract:</b>	TBD
<b>Benefits:</b>	TBD

## Background

Respect, SafeLives and Social Finance are working together to develop a sustainable, national response to perpetrators of domestic abuse that knits together local services, complementing and enhancing existing interventions. The primary aim of this work is to reduce the number of child and adult victims of domestic abuse by developing a whole system response that drives service users to change their behaviour.

Pilot projects are being developed in three areas: West Sussex, South Wales and Essex. The pilots will be run for three years and the costs will be met by a combination of local funding and philanthropic grants. We are working towards programme launch at the end of 2015. There will also be some Innovation funding available and delivery partners will work with the Drive Director to identify where this may be used.

## Purpose

The Case Manager will primarily work on a one to one basis with perpetrators whose victims have been identified as high risk at Marac to pro-actively secure engagement, influence attitudinal and behavioural change and link to complementary services. To do this, the Case Manager will work with existing agencies in each pilot site to design a co-ordinated, strategic individual intervention plan to address identified needs and risks and promote understanding of the impact of abusive behaviours. Throughout the intervention the Case Manager will work closely with the Idva service to review risk, develop safety plans and improve outcomes for all parties involved.

The Case Manager will be responsible over the long term for delivering outcomes, working for typically 10 months to achieve behaviour change with each service user.

## Responsibilities

### Direct work with service users

1. Maintain a proactive response to service users, continuously providing positive options for behaviour change throughout the service users time in the Drive project
2. Use combination of motivational work, relationship building and a broad range of therapeutic skills to engage service users to addressing their abusive behaviour
3. Motivate and support service users to address the broad range of needs that may contribute to the risk that they pose to others or act as barrier for them in addressing that risk. e.g. housing, substance use etc.
4. To ensure that service users understand that the community and Drive project will ensure that they are accountable for continued use of abuse and abusive behaviour towards others
5. Ensure that there is a consistent delivery of services to the identified perpetrators of domestic abuse, including comprehensive risk assessment, support planning, referrals to other agencies and Maracs.
6. Develop strategies that will disrupt the continued risk posed by service users
7. Undertake assessment of risk, needs and attitudes to inform the individual service user's intervention plan
8. Ensure that risk assessment and risk management procedures are followed at all times.
9. Respect and value the diversity of the community in which the service works in, providing a service that recognises the diverse needs of service users and their families.

10. Work closely with the Idvas' supporting the partners, ex-partners and new partners, and family members of service users in management risk and developing intervention plans, as set out in the Drive Manual.
11. The welfare and safety of children and young people is paramount, considered in every aspect of your work, address parenting needs where appropriate and taking action to safeguard children.

### **Interagency work**

1. Work to embed the Case Manager role into multi-agency responses to domestic abuse in the area.
2. Effective understanding and implementation of institutional advocacy by pro-socially challenging partner agencies, acknowledging best practice and striving for change to benefit the individual, the service and the sector.
3. Support other professionals in responding to service users in a way that is coterminous with the aims and ethos of the Drive Project.
4. Working closing with other professionals to ensure that risk management and safeguarding duties are effectively met.
5. Develop and maintain effective partnership working with statutory, private and voluntary agencies to address the issue of domestic abuse.
6. Represent the service at operational multi-agency meetings, feeding back initiatives and outcomes to the team and contribute to the evaluation of the quality of activities these services offer.
7. Provide a single point of proactive and regular contact for a range of professionals involved in the case of the service user.
8. Be flexible and willing to work in all types of environments.

### **Case management**

1. Comply with child protection and information sharing policies, ensuring that service users and colleagues understand and comply with the service's safeguarding framework.
2. Manage a case load focusing on high risk perpetrators of domestic abuse to provide an assertive, medium to long term service, based on thorough assessment and individual support planning that adopts the principles of the 'Support or Disrupt' concept.
3. Contribute to regular service reviews which include monitoring data, evaluations, intake and output policy, and practice and work load reviews for the whole service.
4. Attend monthly case management meeting with the Service Manager.
5. Attend clinical supervision.
6. Take appropriate steps to protect where there is an imminent risk to another person.

### **Recording and administration**

1. Ensure that case files and records are accurate and complete, and that both are kept and in compliance with Data Protection Act requirements. Including entering all the required information into the Drive project electronic case management system.
2. Maintain an accurate and secure audit trail of all relevant communication.
3. Comply with the data protection and information sharing protocols that Drive has agreed to.

### **General**

1. Remain up-to-date and compliant with all relevant legislation connected to your work, including organisational procedures, policies and professional codes of conduct and practice guidance, in order to uphold standards of best practice.
2. Represent the service at local events; deliver training and presentations as required.
3. Feed into the learning process via the Service Manager to improve services to perpetrators of domestic abuse ensuring that the experiences of service users and other agencies inform this process.
4. Be confident to evidence reflective practice in all aspects of work, sharing learning and .....
5. Be committed to reviewing individual and team practice and undertake regular training.
6. Act with integrity and respect when interacting with service users, employees, agencies and individuals.
7. Competent in defensible decision making, recording and being held accountable
8. Show initiative in tackling issues within the service and in relation to other agencies.
9. Act as a champion for the implementation of the pilot programme in your area
10. Hold a full driving license, have access to a car and be able to travel across the pilot area as required.
11. Partake in occasional evening and weekend work as required.

## Person Specification

### Experience: Essential

- Direct work with vulnerable service users
- Working within a public protection/ safeguarding multi-agency setting .e.g. Child protection, vulnerable adults, Marac, MAPPA.
- In managing safeguarding issues and procedures.
- Writing and presenting information formally and informally, to a range of audiences.
- Working within legislative frameworks and using this application to develop, influence and encourage partnership working.
- Working within conflict management continuum.

### Experience: Desirable

- Work with victims and or perpetrators of domestic abuse.
- Work with service users with complex needs and/or challenging behaviour.
- Working with service users with diagnosed mental health issues
- Working with service users with substance misuse
- Work with young people aged 16-25 years.
- Of using pro-social modelling and motivational interviewing in practice.

### Knowledge and Understanding:

- Have an excellent understanding of domestic abuse, including the impact on victims and their children, and the legal and practical remedies available.
- An understanding of public protection arrangements, the provision of policing, child protection, health and social care, housing support and of multi-agency/partnership working.
- Have a good knowledge of effective ways of working/engaging with perpetrators of domestic abuse.
- Have a thorough understanding of Idva work including risk assessment, risk management and comprehensive safety planning.
- Have theoretical and procedural knowledge of other services involved in the response to domestic abuse.
- Understand multi-agency partnerships in relation to domestic abuse.
- An understanding of the Marac process at an operational level;
- Understanding of the child protection system.

### Skills:

- Ability and willingness to work independently and as part of a team.
- Good relationship management with regard to multi-agency work that incorporates sensitivity, responsiveness and attention to the promotion of congruent and effective partnership working.
- IT skills, including use of Microsoft Office.
- Hold a relevant degree, a vocational qualification or equivalent experience.
- Support and guide your service users, and have excellent advisory, negotiation & persuasive skills.
- Empathy
- Have excellent conflict and crisis management skills and the ability to deal with stressful and difficult situations.
- Have excellent interpersonal skills.
- Ability to lead and facilitate discussions to achieve a positive outcome.
- Excellent networking skills and the ability to develop strong working relationships with other agencies.
- Reflection and self-awareness.

### Attributes:

- Have confidence in their own ability to make decisions.
- An ability to work collaboratively as part of a team; whilst also having the initiative to work independently as necessary:
- Excellent communication skills (both written and oral).
- Belief in perpetrator behaviour change.
- A comprehensive understanding of risk.
- Range of experience in domestic abuse sector.
- Capacity to manage raw emotions including conflict, challenge and trauma.
- Proactive and self-motivated.

# Appendix 4 Service Manager: Job Description

**Position:** Drive Service Manager (Perpetrator Pilot Programme)  
**Reports to:** Drive Project Director  
**Hours:** TBD  
**Salary:** TBD  
**Location:** -----  
**Travel:** You will be required to travel extensively throughout -----  
**Contract:** TBD  
**Benefits:** TBD

## Background

Respect, SafeLives and Social Finance are working together to develop a sustainable, national response to perpetrators of domestic abuse that knits together local services, complementing and enhancing existing interventions. The primary aim of this work is to reduce the number of child and adult victims of domestic abuse by developing a whole system response that drives service users to change their behaviour.

Pilot projects are being developed in three areas: West Sussex, South Wales and Essex. The pilots will be run for three years and the costs will be met by a combination of local funding and philanthropic grants. We are working towards programme launch at the end of 2015.

## Purpose

To manage the operational, financial and strategic delivery of the Drive Project (see back ground paper on the Drive Project and Partnership) in ..... This role will require a) the effective management of up to three Case Managers in providing a high-quality frontline service to the high risk perpetrators of domestic abuse b) the development of a multi-agency infra structure that actively engages with perpetrators of domestic abuse on the support – disrupt continuum principles c) working with the Drive Partnership to ensure the effective of the pilot.

To initiate, develop, maintain and monitor multi-agency links through procedures and protocols to keep safety central to all services for perpetrators and victims of domestic abuse.

To implement and support the development of the local strategic direction of the service and take a key role in the local domestic abuse strategy partnerships.

## Responsibilities

### Working alongside the Drive Partnership

1. Ensure that all support and advice given is in line with Drive Partnership key messages and strategic objectives.
2. Contribute to the learning from the Drive Pilot through service reviews, working with the Drive Evaluators, supporting the Drive Partnership in addressing implementation and ongoing delivery challenges and to implement Drive Partnership decisions on changes to the Drive operational model.
3. Act as a champion for Drive Project across the area in all aspects of development and delivery throughout the lifespan of the pilot.
4. To ensure that the required data is recorded on the Drive case management system, so that the evaluation, performance management and service learning is maximised.
5. Represent the service at local and national events; deliver training and presentations as appropriate in partnership with the Project Director.

### Interagency Work

1. Work to ensure the Drive Project plays a key role in multi-agency structures and responses to domestic abuse.
2. Develop and maintain effective links with other agencies, attending strategic and operational working groups as appropriate.

3. Represent the service at operational and strategic multi-agency meetings and contribute to the development of a strong multi-agency approach to domestic abuse.
4. Promote the value of partnership working across all sectors to tackle the issue of domestic abuse.
5. Manage and develop relationships to inform and shape local strategies to tackle domestic abuse.
6. Demonstrate a proactive approach to resolving barriers to achieving the Drive objectives with other professionals and services.
7. Develop and maintain links with other agencies both as an individual and as a service, developing protocols, referral procedures, skills sharing and joint working with external partners as appropriate.
8. Influence and develop responses to improve services to perpetrators of domestic abuse ensuring that the experiences of service users and other agencies inform this process.

### **Delivery management**

1. Ensure effective and appropriate support is available to address individual needs and develop productive working relationships with Drive service users.
2. Undertake case reviews and case supervision for all case managers.
3. Ensure that all frontline staff have clinical supervision that is appropriate for their needs and in line with the Drive operational requirements.
4. Ensure that Case Managers complete risk assessments in line with the operational model and that risk management procedures are followed at all times.
5. Embed and champion service delivery that is based on thorough assessment and individual intervention planning and that adopts the principles of the 'Support and/or Disrupt' continuum.
6. You will have direct and overall responsibility to attempt to manage the risk service users present.
7. Responsible for the day-to-day management of staff; ensuring that Case Managers provide a consistent delivery of services to the identified perpetrators of domestic abuse.
8. Ensure the service recognises the needs and concerns of a diverse range of service users and addresses them appropriately working to provide a service that is as accessible, relevant and effective as possible.
9. Respect and value the diversity of the community in which the service works in, Quality assure referrals to other agencies to ensure ethical and safe practice that promote robust procedures and organisational integrity.
10. Ensure the involvement of the service in effective partnership working with the Idva service and the Marac; promoting information sharing and risk management frameworks for perpetrators of domestic abuse.
11. Ensure that all frontline staff have clinical supervision that is appropriate for their needs and in line with the Drive operational requirements.

### **Recording and reporting**

1. Ensure that Case Manager's files and records are accurate and complete, and that both are kept and in compliance with Data Protection Act 1998 requirements.
2. Ensure that the service is managed in accordance with its governing documents.
3. Provide routine reports to the Project Director, funders and stakeholders so that they can assess the overall performance of the service.
4. Maintain an accurate and secure audit trail of all relevant communication.
5. Support case managers to use the Drive Project electronic case management system accurate, consistently for all their work.

### **General Service Management**

1. Responsible for annual employee appraisals, performance reviews and the professional development of all staff and line management of case managers
2. Remain up-to-date and compliant with all relevant legislation connected to your work, including the review and implementation of organisational procedures, policies and professional codes of conduct and practice guidance, in order to uphold standards of best practice.
3. Ensure that the service complies with relevant legislative requirements as defined in its governing document/framework such as charity law, company law, financial regulations, employment law, health and safety legislation, DPA, equal opportunities, Child Protection and Protection of Vulnerable Adults and any other legislation connected to funding and service level agreements.
4. Act with integrity and respect when interacting with service users, employees, agencies and individuals
5. Hold a full driving license, have access to a car and be able to travel across the pilot area as required.
6. Partake in occasional evening and weekend work as required.

7. Responsible for supporting the director in identifying and securing resources towards tackling domestic abuse and implementing the future funding plan agreed for the service.
8. Be flexible and available to work in all types of statutory and voluntary sector environments.
9. Represent the service at local and national events; deliver training and presentations as required.
10. Responsible for regular reviews of the service which reflect input, output and outcome monitoring, funding streams and the views of stakeholders and service users.

## **Person Specification**

### **Experience**

- Working with high risk victims, perpetrators of domestic abuse, those with complex needs and/or challenging behaviour.
- Experience of managing a team dealing with high risk, offenders or perpetrators of domestic abuse or work with vulnerable people.
- Working with perpetrators of domestic abuse striving to end their use of abuse and abuse intimate relationships.
- Experience of working to develop, influence and encourage partnership working on both a case by case basis and at a strategic level.
- Previous attendance at Marac (as a representative/chair).
- Understand and be experienced in safeguarding issues and procedures.
- Writing and presenting information formally and informally, to a range of audiences.
- Experience of implementing an effective and supportive (case management) supervision process.
- Experience of financial management and fundraising would be desirable.
- Researching, designing and delivering training and support materials as required.

### **Knowledge and Understanding:**

- Have an excellent understanding of domestic abuse, including the impact on victims and their children, an understanding of perpetrators of abuse and the legal and practical remedies available.
- An understanding of public protection arrangements, the provision of policing, child protection, health and social care, housing support and of multi-agency/partnership working.
- Have an excellent understanding of the context of an Idva service and best practice when working with high risk victims of domestic abuse.
- Have an understanding of multi-agency partnerships and legalities of information sharing including in domestic abuse cases and domestic abuse programmes.
- Have a good knowledge of effective ways of working/engaging with high risk perpetrators of domestic abuse or clients with complex needs and challenging behaviour.
- Have theoretical and procedural knowledge of other voluntary and statutory services involved in the response to domestic abuse.
- An understanding of the Marac process at both a strategic and operational level;
- An understanding of policy as it relates to domestic abuse and Maracs;
- Have a good knowledge of the relevant legislative requirements involved in managing a service governed by a board such as charity law, company law, financial regulations, employment law, health and safety legislation, DPA, equal opportunities, Child Protection /Protection of Vulnerable Adults, and any other legislation connected to funding and service level agreements.

### **Skills:**

- Be able to manage a small team working with people who present a significant danger to others.
- Have strong organisational, report writing and communication skills both in person and through writing.
- Good relationship management with regard to multi-agency work which requires acute political sensitivity.
- IT skills, including use of Microsoft Office.
- Support and guide Case Managers, and have excellent advisory, negotiation and persuasive skills.
- Have excellent crisis management skills and the ability to deal with stressful and difficult situations.
- Have excellent interpersonal skills.
- Excellent networking skills and the ability to develop strong working relationships with other agencies.
- Programme management skills, including reporting on key operational and financial deliverables and the effective management of budgets.

### **Team work and Collaboration:**

- Understands the benefits of team work and contributes willingly.
- Understands the impact of their behaviour on others and adapts behaviour where appropriate.
- Shows flexibility and works with collective decisions.

**Self-management:**

- Has a track record in leading projects and developing new service provision and can take responsibility for own workload with this.
- Uses support and guidance from Drive Project Director and steering group or elsewhere to support personal and agency effectiveness.
- Can meet deadlines.
- Has confidence in their own ability to make decisions.
- Understands decision making rights within their role and applies this consistently.

**Personal attributes**

- Excellent communication skills (both written and oral).
- Belief in perpetrator behaviour change.
- A comprehensive understanding of risk.
- In depth understanding of domestic abuse and agencies working in the sector.
- Capacity to manage raw emotions including conflict, challenge and trauma.
- Proactive and self-motivated with good management abilities.