

LLOYDS BANK  
FOUNDATION  
England & Wales



End of programme  
summary

# Transform

Strengthening policy, infrastructure, and innovation  
in the domestic and sexual abuse sectors

This is an executive summary of the final Transform: Domestic and Sexual Abuse programme evaluation by our learning partner, DMSS Research.

The full version of the programme's summative evaluation is available at [lloydsbankfoundation.org.uk](https://lloydsbankfoundation.org.uk)

In 2017 Lloyds Bank Foundation established the Transform grants programme with the aim of influencing policy and strengthening infrastructure and innovation in the domestic and sexual abuse sectors. It invested £1.6m to fund 16 projects which all aimed to create social change by influencing others - individuals, services and systems - to do things differently. Whilst some were focused on influencing policy (nationally, regionally or locally), others sought to build the evidence base on needs and interventions, to develop and share models and/or to develop more effective partnerships to influence change.

Recognising that the 'business of influencing' was new to many organisations, the Foundation provided support via a series of learning events. The funded projects were also supported by an independent evaluation and learning partner, DMSS Research, who helped projects develop theories of change, provided ongoing mentoring and helped the Foundation to synthesise and share the learning from the programme.



Latin American Women's Rights Service



**The extent of collaboration and skills sharing across sectors which has characterised the project throughout has been significant.**

**The Ann Craft Trust**

# Achievements

Most projects were very successful in achieving what they set out to do in the timeframe of the funding. By the end of the two-year programme many had reached all their planned milestones and some achieved an exceptional level of successful activity in the time available. For example, Latin American Women's Rights Service's Step Up Migrant Women Campaign resulted in recommendations from both the Home Affairs Joint Committee and pre-legislative Domestic Abuse Select Committee for a firewall between reporting domestic abuse and immigration control. Accreditation for male sexual violence services is rolling out to 38 services, with additional funding secured from the Home Office. Both the draft Domestic Abuse Bill and national VAWG strategy clearly recognise the importance of addressing the needs of LGBT+ survivors. And Domestic Abuse Champions networks have now expanded to 11 local areas, bringing together different agencies to better respond to abuse. These are just some of the examples of the wide-ranging impact of Transform funded work. All projects reported the achievement of some steps towards their ultimate goal and were able to report tangible examples, such as those listed.

Several projects highlighted their success in increasing the involvement of people with lived experience. They were also frequently successful in their engagement of other key stakeholders and in growing new networks and alliances. As well as increasing their external influence, many projects reported benefits for their own organisation's development and service provision.

There were some common themes in the challenges projects encountered. Some of these exist for small charities undertaking any piece of work, some relate particularly to work in the violence and abuse field, and others to the new challenge of influencing others and working out how best to do so. Time and capacity (including staffing) were issues for many and some experienced difficulties in maintaining the engagement of stakeholders over the two years. Some found it difficult to develop all the skills they needed in the time available.



**The support has been fantastic for us, particularly considering that monitoring the progress of policy work can be quite challenging.**

**Latin American Women's Rights Service**

Latin American Women's Rights Service

## **City-wide policy statement adopted by all five Leeds statutory bodies on supporting adult survivors of childhood sexual abuse**

Women's Counselling and Therapy Service and Leeds Involving People

## **£600k secured to deliver sexual violence support as a consortium across the region**

SARSAS (Somerset & Avon Rape and Sexual Abuse Support, The Green House, Womankind and Barnardo's)

## **Government commitment to reviewing the Exceptional Case Funding scheme**

Rights of Women and Public Law Project

## **491 people trained to better support people who have caused, or have the potential to cause, sexual harm**

Re:Shape: Access to services for sexual offenders

## **11 local Champions' Networks developed, improving the response to victims/survivors across a range of services**

Reducing the Risk of Domestic Abuse

## **Continued central funding for sexual violence services secured**

Rape Crisis England and Wales

## **Survivors' support recommendations embedded into training that reaches approximately 2,000 per year**

New Pathways

## **Increased access to trauma informed services for survivors of domestic abuse through delivery of TIME training to more than 250 practitioners**

My Sister's Place

## **Reports used to shape the Domestic Abuse Bill and inform the spending review**

AVA and Agenda

# **Impact**

Highlights

## **Commitment from Greater Manchester's Deputy Mayor for Policing and Crime to take on board recommendations of Voices of Survivors in their Violence Against Women and Girls Strategy**

Manchester Action on Street Health, Trafford Rape Crisis and Greater Manchester Rape Crisis

## **38 services accredited, or working towards accreditation, for the quality standards for services supporting male victims/survivors of sexual violence**

Male Survivors Partnership

## **Public letter from the Mayor of London to the Home Secretary calling for immigration policy change that supports victims of crime**

Latin American Women's Rights Service

## **Draft Domestic Abuse Bill and national VAWG strategy refresh recognise the importance of addressing the needs of LGBT+ survivors**

Galop

## **Agencies in Carmarthenshire using toolkit to better support victims of abuse with a learning disability**

Carmarthen Domestic Abuse Services and Carmarthenshire People First

## **Greater understanding of the needs of young disabled people who experience domestic abuse across social care, domestic abuse and key agencies**

Ann Craft Trust

# Experience

Transform was not just about funding. It brought together a group of projects with a common interest in tackling violence and abuse and supported them to become agents of change. It encouraged the sharing of learning between projects and sought to build influencing capacity for the future.

Feedback from projects suggests the programme was successful in this. They valued the Foundation's approach to learning events, networking and support and there were several examples of projects developing and using the connections made via Transform to strengthen their influencing work. Having an external evaluation and learning mentor and the structure of a theory of change framework was also much appreciated. DMSS Research provided this support, drawing on their extensive experience of the domestic and sexual abuse sector. The combination of research and sector expertise was highly valued by many grant holders, as a source of ongoing, independent support. The Foundation itself was also viewed as a valued partner by projects.

Organisational impacts included using the Transform experience to inform future priorities, extend connections and partnerships, develop new ways of working and build ongoing capacity for influence. Stronger user engagement, increased profile and visibility and the generation of new sources of funding were also reported.



The formulating of a theory of change was a challenge but it developed into a useful tool to keep the project on track. **Learning how to develop a theory of change is a transferable skill that I have been able to pass on to other members of our team to use for different projects.**

**New Pathways**

# Lessons

In the short space of two years it is not possible to assess the ultimate impact of projects' influencing endeavours. However, there was an impressive level of success in delivering planned activities across the programme and some convincing evidence that several projects were having an influence on their key audiences. Furthermore, the feedback from projects strongly suggests that the Transform programme's approach – combining the provision of funding with support for learning and networking and set within a theory of change planning framework – was a successful formula.

## Features of projects that contribute to more successful influencing:

- **Clarity of purpose:** Projects which delivered most successfully were those which were clear what they intended to do from the beginning. A theory of change process is an important enabler, but it needs to come early in the planning process.
- **Flexibility:** This may seem to contradict the above, but for some Transform projects the facility to change or adapt their approach (rather than continue with something that wasn't working) was an important feature.
- **Project infrastructure and support:** Transform had projects of varying sizes and infrastructure including many consisting of a single worker. These individuals were able to achieve much more where they were part of supportive organisations – i.e. if there were other staff around who understood what they were doing and how their work fitted with the overall organisation or where there was a committed and engaged manager/CEO.
- **Capacity and skills:** Several projects were embarking on a type of work they hadn't done before e.g. a service delivery organisation planning to conduct research. Not all had the in-house capacity to carry out their plans and didn't always know what they didn't know. Some overcame this by commissioning the skills they needed – but arguably gained less in-house learning and capacity for the future than those who undertook the work themselves. A learning point for both funders and for charities is that they need to be able to realistically assess the skills and capacities needed for tackling new activities.

### The successful features of Transform as a funding programme:

Transform has been more than just a sum of its projects: it has added value in some important ways. In particular, the programme has succeeded in enabling organisations to think and do things differently. It is common for projects in this sector, and in these beleaguered times, to be largely focused on 'doing' and 'keeping going'. The Transform programme provided opportunities to reflect, record, and share and it helped several projects to move their user participation on to another level. The programme minimised the risk of such participation being tokenistic as projects were supported to be as clear as possible about what they were trying to do, and this provided the basis for informed service user collaboration and for their role in shaping and achieving change to be documented and acknowledged.



Working with the peer researchers was as transformational for us as individuals and a charity as it was for the women... **As a result of this project we have continued to develop projects which enable us to develop our work with survivors.**

**AVA and Agenda**

Mankind

### The following factors seem to have been significant ingredients of success:

- Having a programme specially focused on influence rather than service delivery was enabling (even liberating) for many projects. It gave them the space and capacity to address issues in different ways and do things that normally get squeezed out because of the pressures of the 'day job.' Although for many projects thinking in terms of influence rather than delivery has been a new challenge, in some ways that also has been a positive aspect of the programme – it took projects a little outside their comfort zone and perhaps this made them more open to learning from each other.
- Providing a structure of support made up of several components combining learning events, support from an independent learning and evaluation mentor and direct support from the Foundation's grants officers and managers seems to have been effective. We can't know for sure whether any of these on their own would still have worked (and some components were used/valued more by some projects than others) – but the feedback suggests that it is the support structure as a whole that made a difference to many.
- Bringing together a modest number of projects with some sense of shared purpose also seems to have been important. Overall, most projects spoke a similar language, were dealing with similar issues and could see value in making connections with each other. Many were also in a similar place in relation to this new endeavour and were therefore appreciative of the opportunity to learn together and share notes. The fact that there were 16 of them meant that there were enough for almost every project to find at least one other to connect with, but within a programme small enough for people to feel they could get to know and trust each other.
- An empowering culture made a difference. Being part of a smallish programme doing something differently (perhaps also as a lone worker) can be a very lonely and exposing experience. Feedback strongly suggests that Transform's approach of being supportive, flexible and non-judgmental as well as offering practical support when needed, was a key ingredient of success.
- Taking a theory of change and sticking with it was useful. The feedback from projects affirms the value of a theory of change approach in helping projects to be clear about what they are trying to change, how they're going to do it and how they'll know they're achieving anything. These days, lots of programmes start with 'designing' a theory of change but do not necessarily follow it through. Transform asked projects to report against their theories of change which made planning, reporting and evaluation part of a more coherent whole.

You can read the full version of the programme's summative evaluation at [lloydsbankfoundation.org.uk](http://lloydsbankfoundation.org.uk)

**LLOYDS BANK  
FOUNDATION**  
England & Wales



Lloyds Bank Foundation for England & Wales partners with small and local charities who help people overcome complex social issues. Through long-term funding, developmental support and influencing policy and practice, the Foundation helps charities make life-changing impact. The Foundation is an independent charitable trust funded by the profits of Lloyds Banking Group as part of their commitment to Helping Britain Prosper.

[lloydsbankfoundation.org.uk](http://lloydsbankfoundation.org.uk)

 [@LBFEW](https://twitter.com/LBFEW)



DMSS specialise in research on gender, abuse and inequality, evaluating programmes for women, children and families and in supporting services to develop participation and empowerment practice.

[dmss.co.uk](http://dmss.co.uk)

[info@dmss.co.uk](mailto:info@dmss.co.uk)

**Contact Us:**

Pentagon House  
52-54 Southwark Street  
London SE1 1UN

[enquiries@lloydsbankfoundation.org.uk](mailto:enquiries@lloydsbankfoundation.org.uk)

Registered Charity No. 327114  
Company Limited by Guarantee  
Registered in England and Wales  
Company No. 1971242