



## Ending domestic abuse

# Equity, Equality, Diversity and Inclusion (EEDI) Plan 2021/22

## Overview

**Our Statement of Commitment** – *Our work as an organisation on equity, equality, diversity and inclusion (EEDI) is about ensuring we have a culture (which includes staff, Trustees, Pioneers, associates and any volunteers) which invites all parts of UK society to feel part of what we do, encouraged that our work speaks to their background and experience.*

EEDI must be at the core of SafeLives' existence and at the heart of everything we believe in. We recognise that without the principles and ethos of EEDI we cannot fully live our values. We won't deliver our mission to end domestic abuse for everyone and for good without including all voices and experiences and centring the voice of those who are most marginalised. This plan sets out our commitment to EEDI, our responsibilities as an employer and service provider, our approach to ensuring equity is promoted.

This will mean acknowledging that one style may not be appropriate for everyone, and SafeLives will adopt a flexible approach to meeting differing needs. At SafeLives we hold the privilege of being listened to. We want to acknowledge that, and change the dynamics of the way we listen, reflect and act on what we hear and what we learn, increasing the extent to which we share or make space for individuals and organisations who hold expertise that we don't, but also becoming more representative ourselves of the full range of communities we aim to serve. In valuing EEDI, SafeLives endeavours to ensure that no-one receives less favourable treatment on any grounds which are not relevant to good employment practice, the delivery of our services and good partnership working. Having a positive regard for the human rights of those who work with us and for us is fundamental to our commitment to EEDI and to our values.

We want to go beyond compliance with the Equality Act 2010, recognising and addressing the structural inequalities which limit equality of opportunity for many. Our EEDI work around protected characteristics is an important part of this, and we also feel strongly about applying the same ethics and standards to different life experiences and ways of thinking.

We will value the voices of those with lived experience of identifying with one or more protected characteristics in the same way that we value those with lived experience of domestic abuse, and we will work to amplify those voices. We will take a whole person approach and acknowledge that

these experiences cannot be addressed separately as each one interacts with each other. This means recognising that a particular characteristic will never be all of someone's identity and experience and will be connected to multiple other parts of their identity and their life.

We will be an inclusive employer and service provider, aiming to provide equality and fairness for everyone we employ, everyone working to end domestic abuse, and everyone affected by domestic abuse.

We recognise that equality is not simply about treating everyone the same and that equity is key, making appropriate adjustment to ensure equal opportunities for all.

We know that EEDI won't be something that gets dealt with by a policy or by this plan alone. It is a way of thinking and behaving that must be embedded in everything we do and the way we think about ourselves and our work. As we continue to develop our actions across all of EEDI, we will remain focused on addressing racial inequality. We know there is a great deal to do.

Our plan is a living piece of work, with all members of the SafeLives community encouraged to keep suggesting new ideas and guiding the nature and pace of implementation. Everyone has an important contribution to make.

We are committed to sharing our progress publicly to increase our accountability and transparency.

## July 2021

### Definitions

According to the CIPD guide to building inclusive workplaces:

**Diversity** refers to demographic differences of a group – often at team or organisational level. Often, diversity references protected characteristics in UK law: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**Equality** means equal rights and opportunities are afforded to all. The 2010 Equality Act in the UK protects those with protected characteristics from direct and indirect discrimination in the workplace.

**Equity** recognises that treating everyone equally has shortcomings when the playing field is not level. An equity approach emphasises that people should not always be treated the same, rather that they are treated according to their own situation. This is consistent with SafeLives' work in supporting victims and survivors according to their own situation.

**Inclusion** is often defined as the extent to which everyone at work, regardless of their background, identity or circumstance, feels valued, accepted and supported to succeed at work.

## Our Values

- We are **human**: We will value everyone as individuals with their own unique experiences, as well as what we all have in common. We understand that structural inequalities and some people's experiences mean that it is harder for them to be listened to and we will work to include them and amplify their voice. We note our ambition that there should be 'no them and us' in equality, diversity and inclusion.
- We are **rigorous**: We are committed to embedding this plan in every aspect of our work, and we will expect all members of the SafeLives community to do this. We will use data and evidence to help drive change.
- We are **brave**: We will try new approaches and ask ourselves hard questions as we implement this plan, recognising this will involve difficult conversations, challenging and being challenged in a pro-social way.

These values underpin SafeLives' strategy, our culture and this plan. Our strategy describes our intended social impact. This plan describes how we work with and nurture the SafeLives community internally, but also the effect we hope that will have externally on people seeing and experiencing our outputs, too.

This work is crucial if we are to achieve our organisational goals. Our purpose is to end domestic abuse, for everyone and for good. Our work is led by the experience and insight of survivors. To bring about change, our organisation also needs other kinds of experience – managerial, financial, administrative – and insight – policy, capacity building, wellbeing – and skills – research, communication – and experience reflective of wider society. Only by combining everyone's experience, insight and skills can we achieve our goals and live our values – be proud of what we do and how we do it.

## About this plan

As part of shaping the culture of SafeLives, this plan sets out some medium-term goals, with a particular focus on tackling racism, and commits to some short-term actions. The prioritisation given to tackling racism comes both from external events and **as well the knowledge that we don't currently reflect all of the communities we aim to serve**, and that this directly impacts both on how the organisation operates, how our own team experience the organisation and how the wider public view the relevance of our work and that it speaks to them and their experience, especially those from racially minoritised backgrounds.

The goals describe the kind of organisation we are growing to be. The actions are first steps that together will lead us towards our goals by embedding the culture we are creating in our everyday tasks.

Some of these initiatives will work. Some won't. We are reviewing the actions regularly to see if they seem to be making the changes we want. However, as noted above in our statement of commitment, this is a living document, so those formal points of review will be complementary to an ongoing process through which action is tested, fed back on, iterated and improved, and added to.

We are reviewing progress towards our goals on a regular basis at all our key internal meetings, reporting quarterly as an internal staff team, reviewing with our Board every six months, and more broadly across SafeLives every twelve months to see if our culture is evolving as planned. If we aren't having the impact we'd hoped, then we will be honest about it, rethink, and do further planning together.

## EEDI Objectives for 2021/22

We measure our progress towards creating the kind of organisational culture we want using quantitative and qualitative indicators. Our key markers are set out below and we will work by the end of 2021/22 to set further goals around these themes:

1. Our team: Who are our staff, Pioneers, associates and Trustees, and how do they feel about working at SafeLives?
2. Our communications and audiences: What reach and impact are we achieving? Who feels we are speaking in a way that resonates for them? What intended/unintended message are we giving in our choice of content, language and imagery, formats and channels? How are we testing perceptions of us and our work?
3. Our collaborations, partners and projects: Who we are engaging with in a meaningful way?
4. Our service delivery: What improved impact are we having, together with our partners? What's the experience people have of the domestic abuse response they receive which we have partnered in or commissioned?

## Monitoring and Reporting

The Senior Leadership Team have overall responsibility for the delivery and review of this plan. The Senior Leadership and Operational Management teams and SafeLives Culture Group will review progress every month. The COO will report to the Board of Trustees every quarter, with Trustees taking a more detailed look every six months. As above, we will also encourage an open conversation about these issues at all other times, creating safe, reflective environments for that to happen and ensuring our associate team and SafeLives Pioneers and our stakeholders are also involved.

We have worked with Bristol-based Voscur and now with Diverse Matters, who are supporting us with training and cultural change acting as critical friends and helping us understand and address hard truths, as we continue to shape and implement our action plan (detailed below). This is a key

set of mechanisms in SafeLives and we also expect that all individuals and teams will play their part, including making and acting on useful additions.

**Objective 1:** We gathered data against multiple of the measures described under Objective 1 (for employed staff) in our all-staff surveys in late 2019 and 2020, which we will use to provide some benchmarks to be used in our monitoring and review processes at all levels. As a small organisation where cohorts of people can also be very small, we will continue to be careful in onward sharing, balancing the need for transparency and a full and intersectional profile of staff, Trustees, Pioneers, and associates, as well as those we serve, along with careful use of quantitative or qualitative data which could identify one or a small number of people's identity, experiences or views. We will also develop appropriate annual measures and collection plans for Trustees, Pioneers, and associates. Our intention for Objective 1 is to increase the extent to which we are representative of all the communities we serve, and to ensure the equitable treatment of all our team members as well as to ensure that all staff feel valued, included and welcome at SafeLives.

**Objective 2:** For Objective 2, we will continue the process of embedding more systematic and thorough data analytics to our communications work, being really mindful of content, voice, imagery and language, and looking not just at reach achieved but also levels of engagement and whether that engagement is widening. We will also review qualitative reactions to our communications and campaigns. We will continue to engage with staff about the tone of our communications, as we did in 2020/21 for our commemoration of the death of George Floyd, and our public response to the Government's report on Race and Equalities.

**Objective 3:** For this objective, we will have measures where we can show whether we have meaningfully collaborated or partnered with individuals and organisations who hold expertise that we don't. We have been improving the level of detail on onward partners we contract with, and the learners who access our training, which are a key face on the world for us, for example, and we will need to keep improving the mechanisms for this. Our intention is to keep increasing the extent to which we are recognising the expertise others hold which we don't, and the need to use our influence to help reduce and remove any barriers they face to play an equal part in the identification and response to domestic abuse.

**Objective 4:** We will assess the impact of project or service delivery which we commission through local delivery partners, ensuring that equality, diversity and inclusion data is made available in project reporting and publications, with commentary on how we are acting on those specific findings to improve year over year the picture of who receives a service, how quickly, and how appropriate that service is in meeting their needs.

Across all four objectives, we will routinely gather feedback from individuals and organisations about their experience with us.

We will measure:

**Objective 1:** our team. We are committed to widening the diversity of our staff team but we know that this isn't all that matters. We need to make sure that everyone at SafeLives feels valued, included and welcome. This isn't something that happens by accident and it will require the whole organisation to work together. Our emphasis in 2021/22 will be on continuing to build an environment where we can talk about inclusion and equity

and to challenge each other in pro-social ways that encourage dialogue and learning. This is likely to use restorative practice approaches. We aim to build our confidence to be ‘upstanders not bystanders’ at all levels of the organisation.

We will continue to collate monitoring data for our staff team, and be transparent about how this differs within levels of the organisation.

- Protected characteristics
- Lived experience of domestic abuse\*
- Mental health
- Geography\*\*
- Education
- How staff feel: individual assessment of care/support for them
- How staff feel: individual assessment of EEDI across the organisation

We will develop similar content for Trustees, Pioneers, and associates, appropriate to their role with the organisation.

*\*As noted in our statement of commitment, we recognise that domestic abuse isn't an experience that sits isolated from other parts of someone's identity and life experiences. The term 'lived experience' is therefore likely to refer to more than one experience in someone's life – whether they choose to disclose that in their work, or not.*

*\*\*As a UK-wide organisation, our ambition is to attract and retain members of our staff, associate, Pioneer and Trustee teams from many different parts of the UK. This is the purpose of collecting information for this data point.*

We will monitor, evaluate and report on these measures at least annually throughout people's time with SafeLives and we will review EEDI through all of the following mechanisms, bringing that feedback back into the planning cycle:

- Recruitment/applications
- Interviews
- Appointments
- Support and supervision meetings (staff member and line manager conversations)
- Professional development (progression, salary)
- Annual staff survey
- Exit interviews
- Internal group meetings

**Objective 2:** our communications and audiences. We will improve the data we hold regarding:

- Level of reach achieved across all our public platforms
- Nature of reach achieved in terms of engagement rates, audiences
- Qualitative feedback on our communications and campaigns

**Objective 3:** our collaborations, partners and projects. We will ensure we have:

- A list of individuals and organisations with whom we have done meaningful work, including new partners
- A list of organisations who we have engaged as onward service providers
- Demonstrable evidence of rigorous consulting and co-creation in the development of our work
- Qualitative feedback on people's experience of working with us

**Objective 4:** our service delivery. We will measure (and/or seek independent measurement of):

- Impact achieved in terms of protected characteristics, within project and service delivery\*

*\*Project delivery includes, for eg, our Beacon sites, Drive, My Story Matters etc. Service delivery includes, for example, all of our training, our Leading Lights programme, the SafeLives Community*

# Action plan 2021-2022

## 2021/22 priorities

**Model our data, practice and voice ways of working, ensuring we:**

- Continue to build on changes we have already made and actions already in train
- Further develop or establish (where this doesn't exist) our baseline data for our staff, Trustees, Pioneers, and associates
- Audit and review our staff and stakeholder experiences
- Identify our development needs and scope further support from critical friends (recognising our collective and individual responsibilities to learn for ourselves) and continue to act on it systematically

## OBJECTIVE 1: OUR TEAM

### Recruitment

To formalise our recruitment process for associate trainers and other associate team members.

We will be gauging the success of last year's work on increasing diversity through recruitment. We have detailed stats in HR about who we are reaching - the next step will be to build on those figures on a more granular level looking at where candidates are unsuccessful in the process. We also know from a recruitment standpoint that our traditional methods of recruitment may not reach the candidates from areas we are underrepresented. There is further work on how we reach these potential candidates - such as outreach initiatives, job fairs, speaking opportunities, informal contact

Additionally, we will be implementing a "recruiter license" program for all hiring managers which involve consistent training, process and materials to ensure our recruitment practices are fair, inclusive and consistent across the organisation.

### Auditing Board/staff/Pioneers/associates

Ahead of launching the staff survey, we will do further checks with specialist organisations about the terminology we use and the way the survey is both conducted and the results used.

As part of the annual staff survey, we will collate data as described in Objective 1, above, and measure against the baseline that we published in February 2021.

We will collate monitoring data for Pioneers and associates as described in Objective 1, above, and publish as a baseline.

We will refresh the Trustee data we currently hold and compare progress against the baseline of February 2021.

We will share this data internally and externally, withholding only data which might identify individuals, and using this to benchmark goals for change.



**Retention, training and ongoing operational and line management** for staff, Trustees, Pioneers and associates on policy, practice, engagement

Ongoing action planning and review through regular operational and line management structures to ensure management and personal individual responsibilities are clear and inclusive - all staff to have EEDI objectives set for year to ensure accountability.
To build confidence as an organisation and individually as to how we can challenge each other in a pro-social, safe and effective way. This will need to include confidence to be an 'upstander not bystander' informally but also to know that the processes are in place where more formal challenge is needed. HR to review all relevant policies – whistle blowing, performance management, grievance etc. to ensure that all staff feel supported as we develop this work.
Develop a plan to reflect the L&D listed above for Trustees, associates and Pioneers, appropriate to their role with the organisation.
Develop an HR plan for how we support staff with mental health needs including training and other resources. Using this date to look at our office spaces - and make decisions on what spaces we need to make people feel included e.g. prayer rooms, breast feeding space.
Pioneer/Associate Code of Conduct Agreement – a clear code of conduct agreement for all associates with clear commitments agreed by associates towards non-discriminatory and non-oppressive behaviour and language, with clear consequences if this isn't adhered to. With Pioneers, particularly considering the public profile and therefore power and influence they have.
Staff Learning and Development: <ul style="list-style-type: none"> <li>a. All staff to have completed basic reflective practice training</li> <li>b. All line managers completed training in supporting staff with mental health issues</li> <li>c. All staff completed EEDI training, and this to be monitored by HR annually.</li> <li>d. Leadership training and mentoring</li> <li>e. Continued development of our anti-racism learning as an organisation including review of current training/learning opps</li> <li>f. Series of short learning sessions on a wide range of diversity topics eg. For managers on how to support people with disabilities.</li> </ul>
Cultural events calendar and promotion of events in the HR Newsletter Notice boards in offices that celebrate diversity, offer resources/opportunities and support and then consider ways we can echo these physical notice boards in a virtual space.
To continue to build links with specialist by and for organisations including new partners, to provide (paid-for) seminars, training and guidance (noting too the need for UK wide expertise).

<b>Mentoring/coaching</b>	To introduce mentoring processes at SL which move away from traditional ideas of hierarchy/age providing the only expertise and value, to ensure that we can all learn from each other.
<b>Flexible working arrangements</b>	Continue to promote flexibility in working arrangements where possible, including learning from Covid/lockdown adaptations around new ways of working.  To monitor how effective this is in annual staff survey and productivity, retention.
<b>Staff wellbeing</b>	Embed the use of wellbeing plans with all line managers.  Promote the existence of wellbeing plans across organisation.  In recognition of the challenges that doing all the EEDI work we are committed to will have for colleagues in different ways, we will develop a range of support, especially for those are minoritised so that they feel as safe as possible. This will be done in consultation with those affected to ensure it meets a wide range of needs. To include but not be limited to; development of appropriate reflective spaces to offer support as we address EEDI; clinical supervisors who are experienced in diversity, restorative approaches to staff support.  Develop appropriate processes around wellbeing for Trustees, Pioneers and associates, suitable to their role with the organisation.
<b>Review of EEDI issues raised by staff, with a focus on racism</b>	Review feedback from staff survey, exit interviews, 1-1 conversations and other forums to identify EEDI issues and concerns and ensure they are addressed, with a particular focus on concerns about racism.  Ensure:  i) feedback loop in terms of development needs identified in this plan. ii) that robust and safe procedures are in place to recognise, safely and appropriately challenge, record and act on concerns raised. iii) independent scrutiny is invited, where needed to test our processes and decisions.
<b>OBJECTIVE 2: OUR COMMS AND INFLUENCING &amp; OUR AUDIENCES</b>	
<b>Communications (internal/external) and influencing, and giving our platform to others</b>	Share new knowledge and learning through weekly Comms and Public Affairs updates.  Keep listening to the voices of those with lived experience and using our communications power to act on and amplify the voice of those who are often silenced or not listened to, including inviting podcasts and blogs from individuals and groups representative of UK society, often in smaller organisations with less reach than we have.

	Internally, this marking of key dates will also happen, through the Central team.
	Ensure we always have a diverse panel of speakers at events and ensure we feedback to external event organisers to make sure we are amplifying the voices not always listened to and encourage new names/orgs for event organisers to approach.
	Continue to develop and prioritise position statements and actions on external policy and practice, as well as offering support to by and for organisations on issues which impact on those with protected characteristics.
	Increase internal communication about support available for a range of relevant issues – beyond SafeLives internal mechanisms such as the Employee Assistance Programme.
	Ensure we are supporting by-and-for services’ influencing campaigns in line with our strategy. Groups/initiatives we supported in 2020/21 include Step Up Migrant Women and the insecure immigration super complaint, the VAWG sector Anti-Racism Working Group, Girls Not Brides campaign and the Stay Safe East Policy Advisory Group.
	Ensure our EEDI commitments and progress are included in our annual impact report and reflection sought via our accompanying stakeholder survey.
	Continue to increase the diversity of our voice and our content through our new website, as well as existing social media channels, and publications. Update our style guide to ensure inclusive and accessible tone of voice for non-professional audiences. Ensure accessible website, to AA standards, inviting focus groups and at least one specialist organisation to advise on this at design stage.
	External comms to reflect diversity in and through all our work. Specifically, a 12 month planner to include key dates/festivals/etc for specific groups, content from specialist partners regularly shared each week, and invite a takeover on social quarterly.
<b>OBJECTIVE 3: COLLABORATIONS</b>	
<b>Training content</b>	All lead trainers focus on EEDI in summer review. Both content and accessibility for learners.
	Complete collaborative work to improve our overall training offer, relevant to survivors of Black African and Caribbean heritage.
	Review all training materials to ensure that they reflect UK society – targeting at least one specific area of change required per year.
	Other content related to associate trainer recruitment and development is captured in earlier sections

<b>Training provision</b>	<p>Ensure that learners are recruited from a wide range of organisations, maintain and develop existing subsidy offers, and consider how we better promote bursaries to those currently underrepresented on our courses, building on the recommendations of the small specialist services review. Change Idva course recruitment process to allow a more inclusive and accessible application process.</p>
<b>EEDI impact assessments: at activity's start</b>	<p>Having completed a review in 2020/21 on the existing data on profile of current and historic learners and analysed the findings, check to see what we could do organisationally to improve the representative nature of our learners (NB funding aspects are dealt with below – this item is about other aspects of attracting learners).</p>
<b>Developing partners network, allyship and feedback</b>	<p>Rolled over from 2020/21: Develop an EEDI impact assessment to be used for key SL activities. This will include, for example, the development of new training courses, projects, and supplier relationships.</p>
<b>OBJECTIVE 4: SERVICE DELIVERY</b>	<p>Standardise the use of EEDI impact assessments throughout the organisation's key activities.</p>
<b>EEDI impact assessments: monitoring delivery</b>	<p>PMO and SLT to agree minimum standards of operation that we all follow - that we could then add into guidance. e.g. always having diverse panel of speakers for events, whether we always have BSL interpreter for public events, accessibility wording used in event invites.</p>
	<p>Maintain list of all the partners with whom we are doing meaningful work (not limited to formal projects).</p>
	<p>Continue to develop new relationships with by and for specialist organisations of all kinds based on <i>their interests and needs</i>. Review bi-annually to check for critical gaps with reference to diversity considerations.</p>
	<p>Engage with specialist services and individuals on comms and influencing work, and pay them appropriately for their time and experience.</p>
	<p>Complete small specialist services project, reviewing feedback from services, commissioners and survivors on how we can be better allies, review and implement recommendations from project, utilising allocated budget and maintaining stakeholder contact.</p>
	<p>Ensure that each piece of work contains a process through which partners can feed back on their experience of working with us.</p>
	<p>Coordinate EEDI impact data for key SL activities, as part of overall data collection and impact measurement across the organisation. This will include, for example, data where it exists on our major projects, training courses, accreditations and SafeLives Community membership/content, and the development of new data capture processes to source data where we currently lack it .</p>

**Building EEDI into our strategic plans**

Ensure EEDI considerations are taken into account during the strategy refresh being completed summer 2021, and the process of developing the annual operating plan for 2022/23.