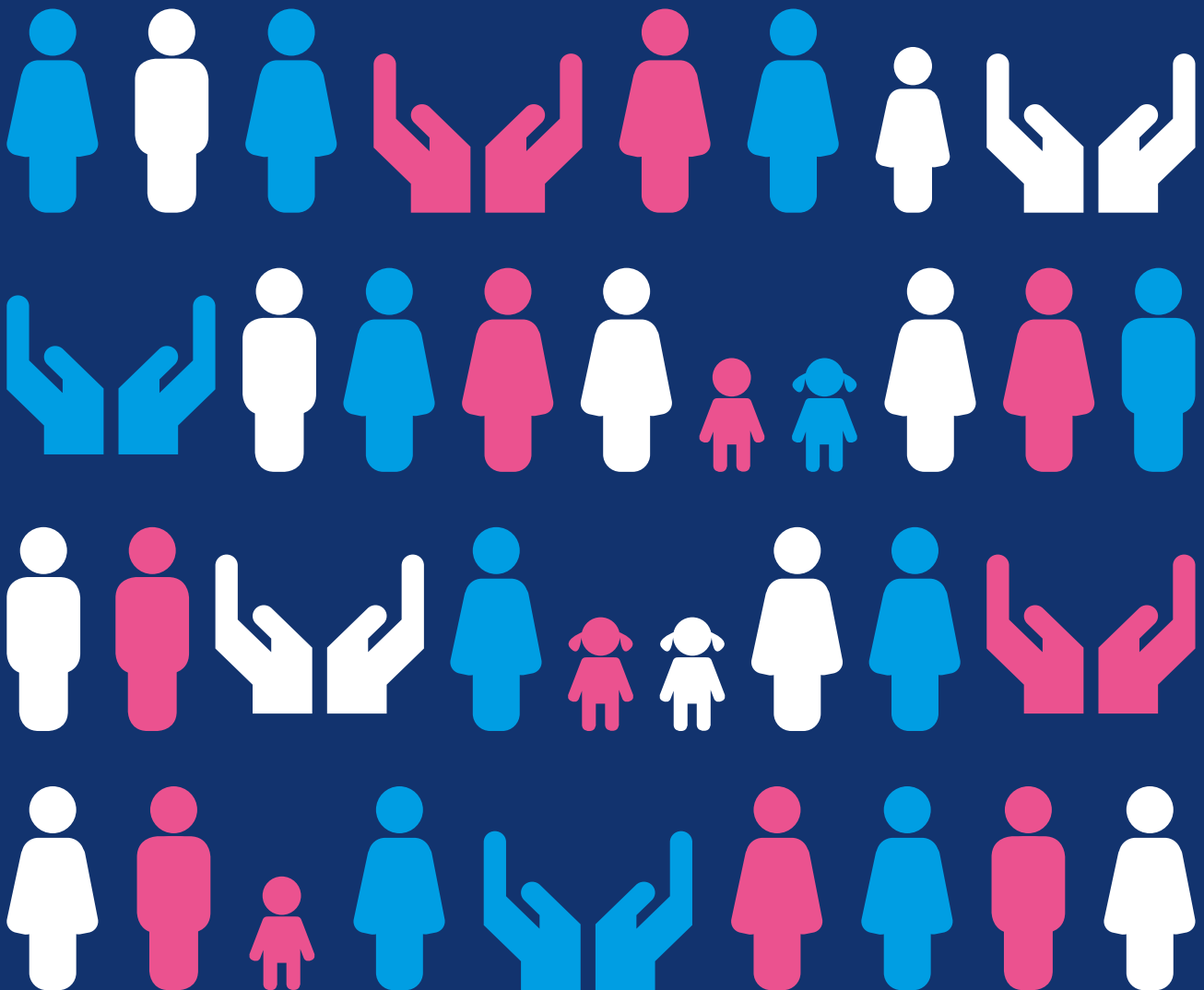

SafeLives Annual Impact Report 2016-2017

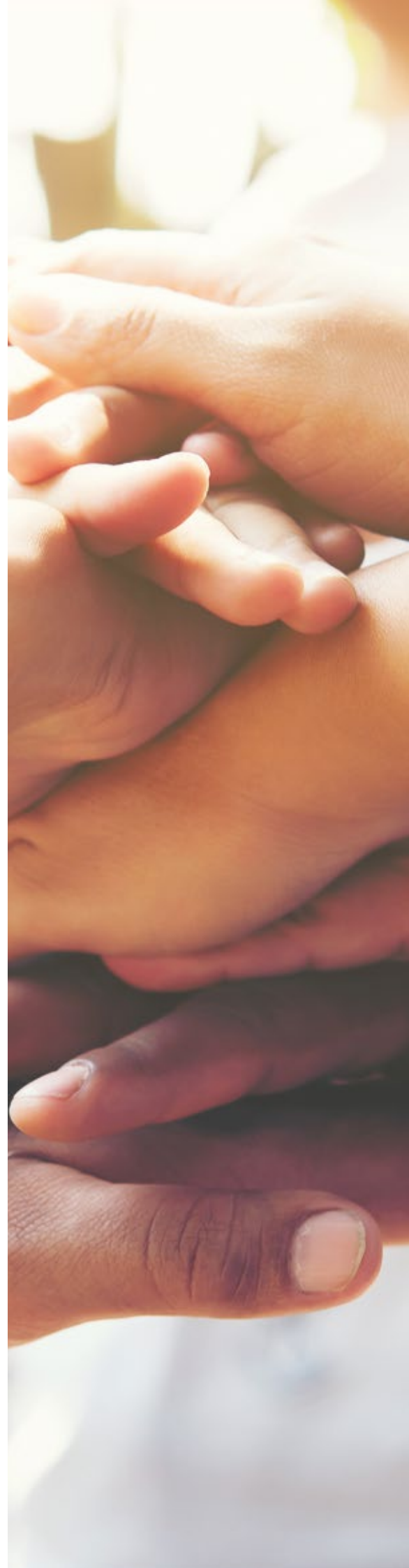
Getting it right first time



Without your support our work would not be possible

We would like to thank

- ★ Aurum Charitable Trust
 - ★ Big Lottery Fund
 - ★ Childwick Trust
 - ★ Comic Relief
 - ★ Coutts Foundation
 - ★ Dulverton Trust
 - ★ Esmée Fairbairn Foundation
 - ★ Garfield Weston Foundation
 - ★ Home Office
 - ★ John Ellerman Foundation
 - ★ Lloyds Bank Foundation
 - ★ Oak Foundation
 - ★ Peter Cundill Foundation
 - ★ Queen Anne's Gate Foundation
 - ★ Scottish Government
 - ★ Tudor Trust
 - ★ Zennström Philanthropies
- ★ And all of our individual and major donors who support our work



About SafeLives

We are a national charity dedicated to ending domestic abuse, for good.

We combine insight from services, survivors and statistics to support people to become safe, well and rebuild their lives. Since 2005, SafeLives has worked with organisations across the country to transform the response to domestic abuse, with over 60,000 victims at highest risk of murder or serious harm now receiving co-ordinated support annually.



No one should live in fear. It is not acceptable, not inevitable, and together – we can make it stop.

Every year, nearly two million people experience domestic abuse. For every person being abused, there is someone else responsible for that abuse: the perpetrator. And all too often, children are in the home and living with the impact.

Domestic abuse affects us all; it thrives on being hidden behind closed doors. We must make it everybody's business.

We need



.....
The right resources
at the right time
to make people
safe, sooner.

We need



.....
To understand
the whole picture
to give an effective
response.

We need



.....
To stop asking
'why doesn't she leave'
and start asking
'why doesn't he stop'.

Introduction by Chief Executive, Diana Barran

Thank you for taking the time to read our first annual impact report. I hope it gives you a sense of our activities and achievements as well as the scale and importance of the challenge we face in tackling domestic abuse. We have aimed to give a balanced account of our work and the progress we have made in delivering on our strategy. We would love to hear from you with any feedback you might have both about the report itself and our work.

We believe change is both vital and possible. We take great ideas and replicate them both locally and nationally. We are independent – accountable of course to our funders and partners – but ultimately we are accountable to survivors of domestic abuse and their children. It is securing their safety and well-being that drives us every day as we strive to improve the response to domestic abuse.

I hope it is helpful to give you a little background about how we work. Everything that we do is in partnership or collaboration with other organisations. From the earliest days of developing a multi-agency response to high risk domestic abuse, to more recently in our work to try and create new interventions with perpetrators of domestic abuse or children and young people, we work in multiple partnerships. We believe that this allows us to magnify the impact of our work – building on our expertise as an organisation but also amplifying the strengths and skills of our partners.

You will find numerous examples of different forms of partnership throughout this report. And we are proud of our own assets – the exceptional practical understanding of our colleagues, combined with our unique national datasets and our people, the voices of those with lived experience of domestic abuse – our courageous and committed Pioneers.

Every year is busy at SafeLives. We have given up believing that ‘next year’ will be different! And 2016-17 was no different. In the pages that follow you will find examples of how we have built on the risk-led response that we established over 10 years ago, how we are innovating in relation to several areas of unmet need in our sector, how we are working with survivors, how we try and influence policy and advocate for positive change, and last, but not least, how we have improved our resilience as an organisation both in terms of funding, and crucially, our people.

It is a huge honour to lead an organisation full of committed, talented and inspiring colleagues and trustees. My thanks go to them for all they have achieved this year. We could not have done this without the trust and support of our funders. We value that trust very deeply and enjoy working with you to achieve a common goal. Finally, my deep thanks go to our Pioneers. Your belief in the potential for change gives us both inspiration and determination in equal measure.

Diana Barran

Sept 2017

Our Impact June 2016-June 2017

Launched new interventions to transform the response to domestic abuse: raising

over £11 million over three to five years

(including £6.5 million for project partners) to help deliver them.

Trained 220 Idvas

who support on average 60-80 survivors at high risk of murder or serious harm – over 13,000 people every year. We have trained over 2,200 Idvas since 2005.

Continued quality assurance for nearly 300 Maracs, who created safety plans for over

60,000 individuals

at high risk of murder or serious harm, and over 81,000 children.

Trained our first cohort of 20 outreach workers,

who support survivors who need longer term support to address the impact of domestic abuse on them and their children.

Trained 4,550 police officers,

responding to people in danger due to domestic abuse an estimated 26,000 times annually.

Accredited eight services with meeting our rigorous Leading Lights standards, taking our total number of services accredited to 49. These services reach

23,000 survivors annually.

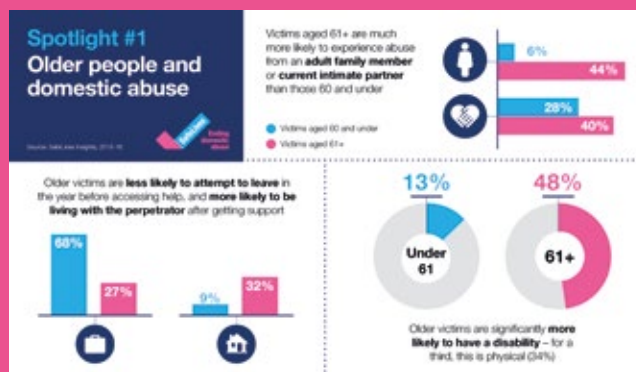
Provided influential, evidence-based advice to central Government departments, Police and Crime Commissioners, Local Authorities, Clinical Commissioning Groups and others, helping to unlock

£60m of extra funding for local services

through the evidence that we have collected and the objective, independent voice that we represent.

Launched our Spotlights series,

which focuses on ‘hidden’ survivors who face additional barriers to getting help. This work helps us understand the additional challenges some groups face, for example disabled women are twice as likely to experience domestic abuse as non-disabled women. We do not think this is acceptable and have forged partnerships with experts such as Age UK, NSPCC, Crisis, DeafHope and Stay Safe East and others to better understand these survivors.



Idva/Idaa

An Idva (Idaa in Scotland) is a specialist independent domestic abuse professional who supports victims at the highest risk of murder or serious harm. Their job is to make the victim and their family as safe as possible. They stand alongside victims and make sure they get whatever help they need.

Marac

Marac stands for multi-agency risk assessment conference. Marac meetings discuss how to help victims who are at high risk of serious harm or murder. The Idva/Idaa, police, children's services, health and other relevant agencies sit around the same table to discuss how to increase safety for people at risk and manage the behaviour of the perpetrator. The Idva acts as the victim's advocate in the meeting; holding agencies to account. Together they write an action plan for each victim.

Our blueprint: developing new interventions and ways of working to fill in the gaps in the response to domestic abuse

Our aim over the next three to five years is to create two 'beacon' sites of best practice: Norfolk and West Sussex. Our interventions in these sites will create systemic change: by introducing a whole picture approach, challenging perpetrators and meeting the gaps in provision.

We need the whole picture to provide an effective response

Our pilot, One Front Door, will operate in seven areas across England. This approach facilitates earlier intervention and swifter, pre-emptive action by a multi-agency specialist team who will identify the needs and risk to all family members at the same time.

The focus has created a baseline to measure against: quantitative data about current outcomes for families, workshops with professionals and families living with abuse, and case audits to explore in detail what improvement will look like. The first trial of this new approach is underway.

"No one understands what is happening for us as a family. We have eight different workers in our house, but each one cares about something different" Survivor

We need to challenge perpetrators

In partnership with Respect and Social Finance we created the Drive project: a pilot that reduces the number of child and adult victims of domestic abuse by deterring perpetrator behaviour. It implements a whole-system, whole-family and intensive response that drives perpetrators to change their behaviour, focusing on reducing victimisation. Drive includes extra support for family members at risk from the perpetrator's behaviour.

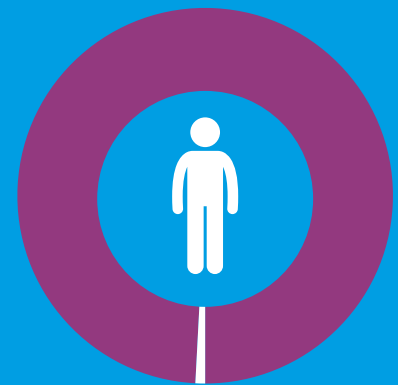
Drive has been developed to knit together existing services, complementing and enhancing existing interventions. It focuses on high-harm or serial perpetrators. It launched in April 2016 in Essex, South Wales and West Sussex. We work in partnership with the Police and Crime Commissioners and local providers in each area. Each pilot site is working with around 100 perpetrators per year for three years.



1 in 4 perpetrators are
repeat offenders.
Some have as many as six different victims.

“The case manager is working with my ex-partner and just helping him like [...] just like trying to get him to the stage where he admits a few things”

Our dataset of 1500 high-harm perpetrators is the largest dataset on perpetrators in the UK



We need to meet the gaps in provision

In the beacon sites, we must ensure no survivor or child is hidden. We are working on five further interventions to build on the Idva/Marac foundations and our pilot interventions, One Front Door and Drive. These will help us to understand how to meet the national gaps in provision. They are:

- Interventions for people before they reach a point of crisis
- Support for people who are not separating from the perpetrator
- Support for children and young people who have experienced or are experiencing domestic abuse
- Better tools to address the interconnecting needs some people have, such as a combination of abuse and mental health problems and/or substance misuse
- Support for people who have previously experienced domestic abuse and need support to undo the harm, heal, and build their future resilience

“I’m a person. I don’t fit into one of your categories”

We need an effective police response

In 2014 an HMIC report, *Everyone’s Business: improving the police response to domestic abuse*, called for a review of the domestic abuse training offered nationally to police forces. To meet the need of deep attitudinal change amongst police forces, we worked with the College of Policing to develop a new programme: Domestic Abuse Matters.

“If we’d had this training a few years earlier, we undoubtedly would have saved lives and prevented domestic abuse homicides” Detective Inspector in Surrey

The programme was developed following consultation with various police forces and domestic abuse organisations and a review of frequent feedback from survivors. SafeLives was awarded a license to deliver the programme and continue to refine and develop it in response to learner and trainer feedback.

Since 2016 we have worked with a critical mass (75%+) of first responders in eight police forces of the 43 in England and Wales. This includes call handlers, PCSOs, Police Officers, Desk Sergeants and others in the force who may come into contact with a victim or perpetrator of domestic abuse. Feedback has been extremely positive. We have now started the longitudinal follow up work which will allow us to test the sustainability of the impact we made with all those members of the police workforce.

Fewer than 1%
of perpetrators get a
specialist intervention.

.....

Our blueprint: building on our existing approach to helping survivors at high risk of serious harm or murder

We are proud to have pioneered the 'risk-led model', which has made the process of identifying and supporting those at highest risk from abuse both faster and more effective. It is clear that some local teams are designating cases as Marac cases because they feel it is the best route to get support for someone in need. We welcome the signs of success in the model we helped create, but we recognise that the model is under pressure and is not comprehensive yet. Our work noted above addresses this issue, as does our quality assurance work around the country where areas are struggling to provide a response that matches the original intention.

The number of cases seen at Marac has increased from 30 per 10,000 women in 2014 to 35 per 10,000 women today. This suggests services are increasingly identifying survivors at the highest risk.

In 2016/17 the number of Maracs reached 293, creating almost complete coverage in England and Wales. In Scotland, Marac is still very much in development, with only 28 of the 39 needed to see an appropriate number of cases. In March 2017 we published *Whole Lives*, showing how Scottish victims and survivors of abuse were receiving a poorer service than those in England and Wales. The Scottish Government is considering how to improve this picture. We were also pleased to see a new Marac established for British military personnel serving in Germany.

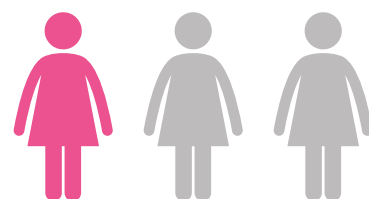
In partnership with ASSIST and Scottish Women's Aid we trained 170 Independent Domestic Abuse Advocates (Idaas) in Scotland, but there is no comparable survey to the one we run in England and Wales. There is no Idva coverage in Northern Ireland and we continue to work with partners to try and address this, providing substantial amounts of evidence to the Northern Ireland Office and Ministers in Stormont to inform development work and funding plans.

Our survey of Idvas in 2016 found that the number employed by services had increased by just over

9% to a total of 815



Full Time Equivalent (FTE) Idvas working across England and Wales. **But at 67% of coverage, this is still too few to effectively support all those survivors who need help in high risk situations.**



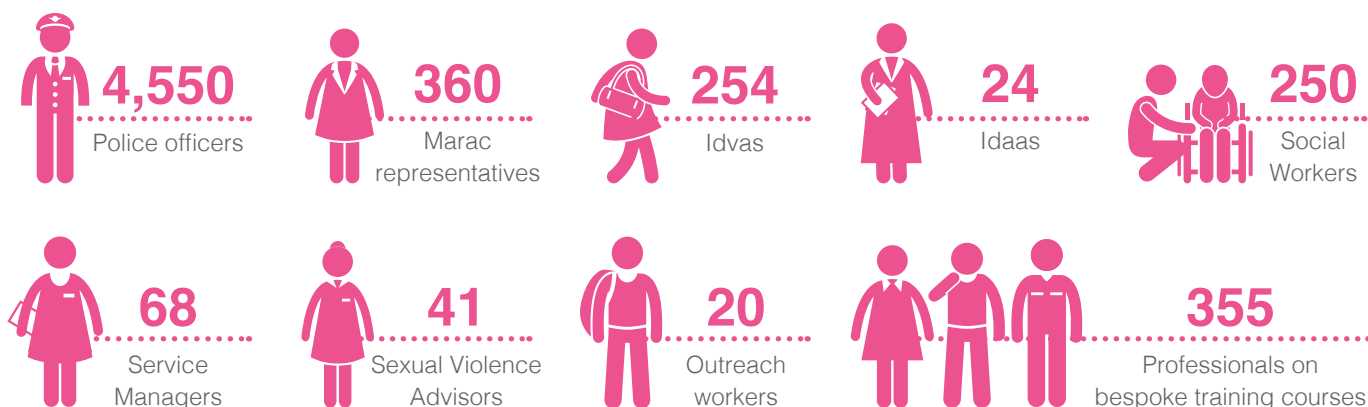
After support from an Idva incidents of high severity harm reduce by over 2/3.

In our Practitioner Survey 2017, we broaden our reach and examine the numbers, quality and experiences of outreach workers and those doing specialist work with young people, who it's clear from our Safe Young Lives Spotlight are both at high risk and less readily identified and supported. Idvas and Idaas play a crucial role at the time of crisis. Other frontline staff also need to be afforded the same status and recognition with the training to match, so that all survivors and victims are accessing a service that works for them no matter what their situation. Our survey will also, for the first time, explore how many staff are working with perpetrators of abuse.

Focus on quality, as well as quantity of provision

We continue to focus on the quality of support that is provided to survivors and their children, not just the existence of a response in sufficient numbers.

We trained 5868 frontline professionals across the UK



We assessed the standards of 28 specialist support services, including for the first time both refuge and outreach services, as well as Idvas and Idaas. We are proud of the feedback this process receives from service managers.

“We’re incredibly proud of our Leading Lights status, not just because it represents the quality of services that we provide, but also because it motivates and encourages us to continually review, critique and improve what we offer to our clients”

“Training has rekindled in me an awareness for linking theories and practice. Having time to stop and reflect and recognise impact the work has on staff, my service and me and how we can enable change”

“Very pleased with the overall experience of the assessment. Despite our outcome being unsuccessful, the process has given us opportunity to review practice and make significant improvements”

We want the Leading Lights process to be rigorous but supportive, and feedback shows that we are achieving that balance.

Our Consultancy team offers independent, practical and evidence-based consultancy on how to design, commission and deliver better services. We come into an area, understand the local services and talk to stakeholders. We consult victims and their families to hear about their experiences. We look closely at what’s working (and what isn’t), and we find out how money is spent locally.

“SafeLives’ review was really welcome and brought us all together. You provided an independent view which was what Hertfordshire needed, and meant we could work in partnership to improve our response to domestic abuse. Your support on implementation really helped us to keep up the momentum”

Jenny Coles, Director of Children’s Services, Hertfordshire County Council



Utilising tech solutions

Professionals have been telling us for a number of years that they struggle to have the contact with each other and with us, that they would like. We also firmly believe in the power of tech for social good. This year we have started to bring those two issues together to create change, for us as an organisation and for the people we work with.

Our two lead projects are the design, creation and launch of the SafeLives Community: an online peer networking forum, and the publication of our Tech vs Abuse research (in partnership with Chayn and Snook). We have been lucky in this work to have the consistent support of CAST, whose team have the ability to help organisations like ours embrace digital in practical, straightforward ways that make a difference. We will continue to invest in upskilling our team in this work.

As we ended the year:

The SafeLives Community was set up to connect and empower professionals. It has nearly 500 members from all four countries of the UK and a small number of international colleagues, too. This far exceeds our projections in which we were cautious about the speed at which we could attract people to the new network.



We are encouraged and pleased by the response to the creation of the Community, which is clearly meeting a need for better professional connections and mutual support.

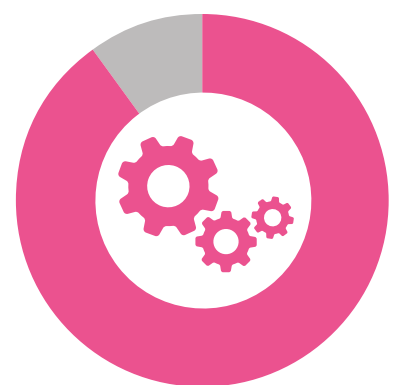
A service manager in the East of England had a query about the application of family law, and got advice from professionals around the country which helped her to better support her clients and their children.

We will continue to monitor how people use the Community and what they find most useful, so we can refine the content we provide and ensure it's a great channel for people to hear about best practice, innovation and relevant news.

Bespoke groups will be set up for local teams in our innovation pilot sites, so they have an accessible, interactive forum to learn from and with each other, as well as with us.

As with all of our work, the most important test is the difference this can make to those who are living with abuse every day, so we will want to evidence changes to frontline delivery originating in SafeLives Community interactions.

“It took fifteen clicks to find information on my local refuge. If you only have five minutes to search for help, that’s about ten clicks too many” Survivor



90% of practitioners

feel technology could help improve services and information sharing.

Giving a platform to survivors, and their families and friends, to demand change

We can only understand and respond to domestic abuse by listening and working alongside those with lived experience. We know many survivors are not able to be heard, even though they are the true experts. We wanted to change this and work with survivors to provide a platform that amplifies their voice.

“Once the group knew I was not just another practitioner, but an actual survivor, there was straight away that common thread, which gives us a connection, and some clients then became quite vocal about what we wanted to find out” SafeLives Pioneer Rachel

Early in 2016, we held an event with the Duchess of Cornwall in which a small group of survivors told their stories. Their courage and honesty was remarkable. The Duchess has since credited her conversations with them as the ‘turning point’ in deciding to raise awareness of domestic abuse and its devastating impact.

The survivors formed a network: SafeLives’ Pioneers. They are leading the way in ensuring the voice of the survivor is at the heart of our work. In the last year they have helped to recruit new Trustees, and sit on the strategic boards of a number of our major projects.

Our Pioneers lead focus groups with survivors to inform the development of our interventions; they have spoken at events such as the launch of our *Cry for Health* research and a seminar about public health and domestic abuse held at Chelsea and Westminster Hospital. We are delighted that a number of our Pioneers were invited to the launch of the Prime Minister’s proposals for a new Bill on Domestic Violence and Abuse and they will be at the forefront of our influencing work on the new legislation in 2018.

“To be honest, I never knew there were services that could support you and help people in my situations. Because, for me, it’s like a normal thing. I’ve seen my grandmother, my aunts, my mother going through all that – people just think that is the way it is, that is the way it’s supposed to be” Ada. Survivor of ‘honour’-based violence

Our Spotlights work also consistently includes survivors’ voices: we aim to learn as much as possible about ‘hidden’ victims such as older people or disabled people. Without their voices we can never understand their experiences. Our consultancy work, development of One Front Door with local authorities and our efforts to challenge perpetrators all seek to shine a light on the lived experience of survivors to help shape the services we want to see provided in the future.

Pioneers are our partners – not beneficiaries – and include members of staff who bring their own lived experiences alongside their professional expertise. We could not do what we do without them.



Using our evidence to convince stakeholders, get the right public policy and win sustainable funding for services

Evidence to create change

SafeLives' Insights outcome measurement tool is used by 43 services across England, Wales and Scotland and has helped local teams learn from a dataset of over 54,000 unique cases – the single biggest dataset on domestic abuse in the UK and the only one to include the voices of over 7,000 children. The evidence that comes from Insights informs everything we do, putting the heart of those with lived experience at the centre of changes to policy, practice and funding.

“Insights is so valuable to use. In recent successful bids for funding we used the outcomes to show the value of what we do and the difference we make to our clients at high risk”

In 2016/17 we were pleased to begin the pilot of our Insights tool with Independent Sexual Violence Advisors (Isvas), extending the principles of collection and analysis of evidence beyond our own sector. In 2017/18 we will make radical changes to Insights to ensure it is fit for purpose for a much broader range of users, including those who work with perpetrators, and those who would like more bespoke, detailed analysis of particular themes such as housing and health. We will seek funding to transform the way it operates, ensuring it as effective as possible. This is in line with our more general change of approach, making sure that the support we offer to those on the frontline is as responsive to and guided by their needs as we can make it, so what we provide is relevant, credible and immediately actionable to create improvement.

“The data presentations from the SafeLives team were a great way for the Idvas to see how the data they collect provides clear evidence of the excellent work they do and the positive effect this has on their clients. As a service manager, I've used the reports to demonstrate impact to our existing funders, and my plan is to use the data to attract additional funding to our organisation over the long term. We see Insights as an invaluable tool” Ann Evans, service manager, Pontypridd Safety Unit

Each year an estimated

1.9 million people

in the UK suffer some form of domestic abuse.



The British Crime Survey found that

4 in 5 victims

of domestic abuse don't tell the police.

Research to inform policy and practice

Public Health Minister Nicola Blackwood MP launched SafeLives' *Cry for Health* multi-site evaluation of hospital-based domestic abuse provision in November 2016. The research found that hospital domestic abuse services were more likely to encourage disclosures from survivors with serious mental health needs, who were pregnant, older and were on average six months earlier in their abusive relationship. We are starting to see the difference this research is making in practice, with some hospital trusts telling us that our findings have been instrumental to them rethinking their service.

We also used the recommendations to help win a successful bid for Tampon Tax funding from central Government for a 'Health Pathfinder' pilot, which seeks to evaluate a 'whole health model' of domestic abuse provision in three local authority areas. We will do this in partnership with IRISi, AVA, Imkaan and Standing Together Against Domestic Abuse, and expect early results from the project to be available by the end of 2018.

The cost of domestic abuse to health services.

£1.73bn



£15.7m

The cost of securing a team of specialist Idvas for every NHS acute provider in England.



Engage elected politicians and stakeholders

In 2016/17 we turned good bilateral relationships with a number of Government Ministers and officials into a more systematic programme of engagement with a broader range of Parliamentarians and the teams who support them. During the run-up to the 2017 Election, over 750 candidates in the General Election signed our pledge to support Idvas.

We also initiated a visits programme so that MPs and officials could meet with their local Idva service to understand the important role Idvas and Idaas play, the pressure they are under, and innovation in practice that will improve the response to those who need help.

"For too long domestic abuse in later life has been a hidden issue with hidden victims. It can be extremely hard for older people to speak out about it and many services simply have not yet recognised that domestic abuse affects people of all ages

Age UK welcomes and supports the work of SafeLives and thanks them for highlighting the stories and experiences of older people" Caroline Abrahams, Charity Director of Age UK

In the last year we have been delighted to increase our partnership working with organisations from other sectors particularly in relation to our Spotlight series of research into hidden victims and unmet need. We are incredibly grateful to all the organisations who have taken part in that process.



Green Party co-leader Caroline Lucas signs our general election pledge



From left to right: Gavin Newlands MP; Lucy McDonald, SafeLives; Mhairi McGowan, ASSIST; Alison Thewliss MP

Increasing SafeLives' sustainability as an organisation

We have continued the important process of diversifying our sources of income, reducing our reliance on statutory funding, and increasing our income from trusts, foundations, individual donors and the parts of our work that operate in line with social enterprise principles. We strive for best practice in fundraising and are registered with the Fundraising Regulator, complying with its Fundraising Promise.

Funding

We have bid successfully for a number of grants that have made our projects and partnerships possible. We appreciate the trust and belief these statutory and non-statutory funders have in SafeLives. Please see a list of our funders at the front of this report.

Over 20% of our work is now delivered in formal partnerships which are wholly new in the past three years. We are pleased that we have been able to bring public and philanthropic funding together, turning the trust and belief funders have in us into high quality projects that benefit from a range of strategic oversight.

Our fundraising team has also started to increase the proportion of funding secured from public fundraising through sporting events such as the London Triathlon.

Our team has increased from

54 to 71 staff

to meet the challenges of our new projects.



People

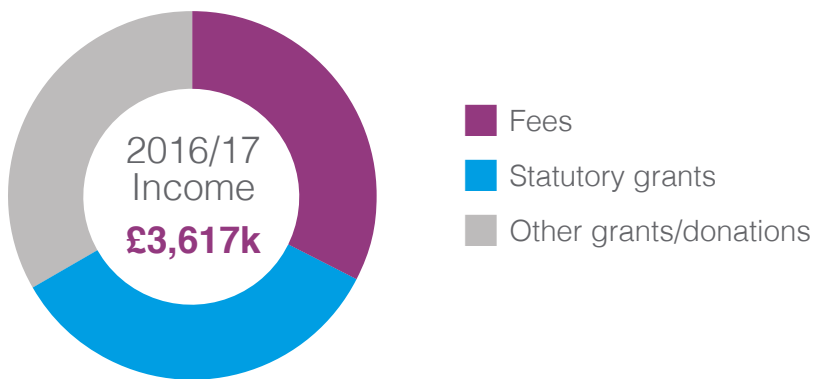
Our workforce continues to be the foundation for the quality of what we do, and how we do it, and we therefore invest in them and their development. We provided dedicated training on domestic abuse and safeguarding, partnership working, data protection, people management and other specialist topics. We also carried out a staff-led review of our reward and recognition offer to find out what, in an organisation that will always be tightly financially constrained, we could offer which people would value the most and cause them to stay and feel highly motivated.

We extended the wider SafeLives family, linking together a number of experts by experience in our Pioneer group, and recruiting both a new Chair of Trustees and three new Board members. We took the first steps to initiating an Advisory Board for our work in Scotland, and submitted application papers to register with OSCR, the Scottish regulator.

Financial information

Our funding has grown and has also diversified in recent years. In our financial year ending on 30th June 2017 our income was just over £3.6m. We enjoy a mix of income with 33% coming from the fees we generate from training and consultancy, 34% from statutory funding and 33% from charitable trusts, foundations and individual donors. This allows us to retain independence in our work and gives us a balance between funding that allows us to innovate as well as deliver our important national programmes in the most cost effective way.





Our new partnership projects, Penta and Drive, have seen us raise funds not just for SafeLives but also for our local delivery partners to deliver the interventions. In total, we have raised over £5.8m for our local partners. We believe that this is important both to secure the quantity and quality of delivery we need.



Our expenditure in last financial year was £3.7m, leading to a small drop in our unrestricted reserves to £0.7m. This is within the range set by our Board of Trustees. Including our restricted reserves, our cash balances at year end stood at £1.9m.



Training remains our single largest activity at 27% of our expenditure. Significant growth was seen in our new partnership projects which now account for 16% of expenditure. The Knowledge Hub accounts for a further 20% and our research, evaluation and analysis team accounts for 16%. The balance of our expenditure covers a range of activities including communications and public affairs, fundraising and all our support functions.

 Communications	 Public affairs	 Fundraising	 Support
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“I don’t want in my lifetime to ‘possibly’ see an end to domestic abuse. I want it to become a reality and we must all make this happen”

Rachel Williams,
SafeLives Pioneer



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