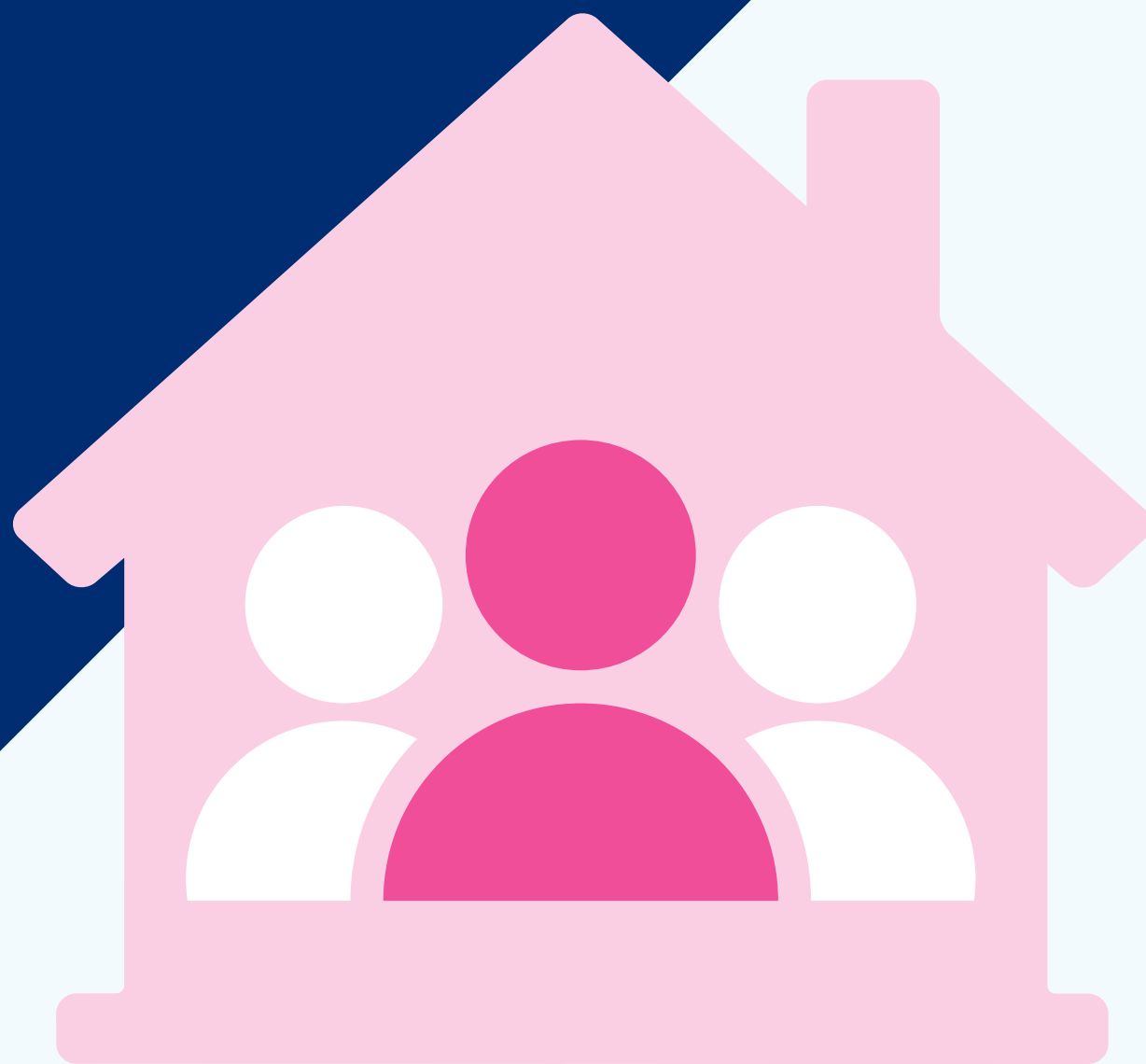




SafeLives Impact report 2020–21



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The mission to end domestic abuse for everyone and for good has never felt more urgent or more challenging.

Suzanne Jacob OBE,
Chief Executive

Introduction to our 2020/21 Impact Report

Have any of us ever experienced so much screentime? Intense doesn't even come close, does it? And yet some absolutely incredible work happened between July 2020 and June 2021, work so many people can be proud of, whether inside or alongside SafeLives.

- ✓ Covid was dominant. By July we were several months into a period of hugely heightened concern – what was going on for people behind closed doors? The evidence suggested perpetrators of domestic abuse were increasing the severity of abusive behaviours, using Covid as a new tool, and that adult and child victim survivors were vanishing from view. The SafeLives response with partners was creative, agile and practical. Pioneers – experts by experience – helped design new methods of ‘reaching in’ for survivors who wouldn’t be able to reach out. We were able to work really closely with several dozen frontline specialist services through the year to hear what they needed and try to secure it. Our HR, Finance and Fundraising teams did fantastic work making sure the organisation kept going.
- ✓ We maintained a strong focus all the way through the year on the equity, equality, diversity and inclusion [commitments](#) we made in July 2020, particularly on developing our active anti-racist practice. This was a start though, not an end, and there is a great deal more to do. You can read more about this below, and more detail is set out in our [end of year stocktake on EEDI](#), and our plan for 2021/22.
- ✓ We now have a fast-developing Safe Young Lives programme in England and Wales, which was just a glint in our eye in spring 2020. We secured funding for three Safe Young Lives projects – [Your Best Friend](#) (developing resources and services for young people); [Sound of Silence](#), and a third phase of [Men and Boys Voices](#) (hearing their views, and

facilitating conversations about healthy relationships). We have really fantastic partnerships to take that work forward. We’re still just at the start of trying to make a reality of our first strategic priority ‘Act Before Someone Harms or Is Harmed’, but we’re on our way.

- ✓ We welcomed new participants to the work of ending domestic abuse, as awareness of the issue increased, and employers, major retailers, financial institutions, and individual citizens all felt more motivated to take whatever action they safely could. With the number of people wanting to get involved steadily growing, we also valued relationships with long-term partners, who carried on working with us on innovations in frontline practice, training, research, influencing Governments, building expertise and encouraging each other when Covid was really biting.
- ✓ Despite the relentlessness of screen time, we recognised and quickly made use of tech for good. Our team is spread from Aberdeen to Abergavenny, making online collaboration really important even in ‘normal’ times. We were able to secure digital hardware for smaller frontline services to make similar
- changes to online working, partnered with Vodafone to get phones and credit in the hands of survivors, and kept developing our own knowledge of how and when people living with abuse want to use online methods to get help.
- ✓ The mission to end domestic abuse for everyone and for good has never felt more urgent or more challenging. There were hard days and harder days. But survivors of domestic abuse never give up, and those who have turned their experience into activism never stopped for a second in 2020/21. It’s their resilience, energy and determination, even in the very toughest circumstances, which keeps a fire lit for all of us in doing this work. So onwards into 2021/22.

 **Suzanne Jacob OBE**
CEO, SafeLives

Chief Executive Introduction

Message from our Patron
Our Strategy

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Influencing UK policy
Equity, Equality, Diversity and Inclusion

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Survivors poem

Strategy Refresh 2021–2024

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As Patron of SafeLives, I am delighted to introduce this year's Impact Report: a document that demonstrates, in detail that is both heart-breaking and heart-lifting, the enormous difference this wonderful charity has made to women, men and children who are living with domestic abuse.

SafeLives' work has always been vital. But 2020 presented you, and your partner organisations, with a unique set of incredibly difficult challenges: the shift to remote working, financial pressure and, of course, the emotional and physical toll of supporting those who are fearful for their own and their family's safety in the midst of a pandemic. I hope that you are all proud of your remarkable achievements. I am certainly more proud than I can say of each and every one of you.

Thank you for everything you have done over the past year. Those suffering domestic abuse need you more than ever...

Our Strategy

Since we published The Whole Picture strategy in November 2018 we have made significant progress towards ending domestic abuse for everyone, for good. Attitudes in the UK are changing, and more action is being taken to address domestic abuse than ever before. However, it is very evident that variation remains both in terms of who can access help, and in the services on offer across the UK.

We are refreshing our strategy to address these issues, and set out our goals for the next three years. We will :

- ✓ Keep innovating and developing evidence around earlier intervention
- ✓ Continue and expand our work with young people
- ✓ Consistently focus on holding those who use abuse accountable for their actions
- ✓ Apply whole family best practice at a local and systemic level
- ✓ Continue to seek more energetic and impactful engagement from parts of central Governments and big public sector agencies – and in particular health and education

- ✓ Increase the confidence of professionals and individual citizens to act, playing their appropriate role to end domestic abuse
- ✓ Put adult and child survivors of domestic abuse in the driving seat of making change
- ✓ Ensure responses work for everyone, using an equity approach where it's needed to overcome historic discrimination
- ✓ Develop a coalition which can operate credibly and with influence in spaces occupied by men and boys

Our Strategy Refresh 2021–2024 at the end of this Impact Report sets out more details.



The world around us is both changed and unchanged in the last three years, and indicators show that in the UK as a whole, we've taken some steps forward on domestic abuse.

—
Suzanne Jacob OBE,
Chief Executive



Responding to Covid-19

Responding to the impact of Covid-19 remained a huge challenge for us and the wider domestic abuse sector throughout 2020/21.

We promoted [Reach In](#), the campaign we launched at the start of the pandemic, which encourages people to reach in and start a conversation if they think someone may be affected by domestic abuse. Thanks to our patron, HRH The Duchess of Cornwall, who highlighted this important message in an [opinion piece in the Guardian](#), as Guest Editor of Emma Barnett’s Radio 5 Live programme, and online.

To an outsider it looked like I had the perfect life. Except to one woman I worked with, Yvonne, she noticed some bruising on me completely by accident when I reached up to a top shelf for something.

She became an anchor for me. She let me know that I wasn’t alone and listened and tried to help me find the courage to leave. I couldn’t have got through some days without her; a work colleague who became a forever friend.

– Nicola

#ReachIn

3,314

people have visited our **Reach In web page** in the last year (July 2020–21)

18,995

people have visited our **Domestic Abuse & Covid 19 web page** in the last year (July 2020–21)



As the pandemic continued and lockdowns became a way of life, our Pioneers conceived the [Ask for Ani](#) (Assistance Needed Immediately) scheme, to help victims ask for support safely and discreetly by using the codeword in pharmacies, one of the few places that remained opened throughout this challenging period. We worked with the Home Office to develop a [toolkit](#) which was swiftly rolled out to pharmacies across the UK. The scheme has proven to be highly effective and will continue after the pandemic, to provide victims of domestic abuse with a local, reliable opportunity to seek help.





Thank you for hosting these, it makes a big difference to be able to reflect with people who understand our line of work and the difficulties we face.

Independent domestic violence adviser (Idva)

In November 2020, the coalition we brought together to assess the effect of the pandemic in England on domestic abuse services, and the impact on everyone experiencing or using abusive behaviours was awarded £1m from the National Lottery Community Fund. The Shadow Pandemic Domestic Abuse Learning Partnership saw [AAFDA](#), [Chayn](#), [Galop](#), [Imkaan](#), [Respect](#), [Rights of Women](#), [SafeLives](#), [Social Finance](#), [Standing Together](#), [Surviving Economic Abuse](#) and [Women’s Aid Federation England](#), sharing learning and expertise in real time, and collating and reviewing evidence to drive future policy change.

Together, the Partnership has collected a wealth of evidence via surveys, workshops, and around 90 pieces of research relating to domestic abuse and the pandemic. This material is currently being analysed and will inform recommendations for UK Government policy, statutory services, and the domestic abuse sector.

SafeLives also recognised that domestic abuse sector staff were under added pressure, due to an increase in the volume and complexity of caseloads, and stress of transitioning to home working and often home schooling. With funding from the Home Office, we developed a raft of support for hundreds of frontline staff across the sector, including clinical supervision, a support and wellbeing group, and a resilience tool. 95% of those who gave feedback agreed it would have a positive impact on their morale.



My partners temper and stress has increased a lot since the lockdown and I’m the only thing he can take it out on at the moment, he can’t let his stress out in usual ways

Survivor

57
wellbeing sessions for frontline domestic abuse workers.

325
individual members of staff

121
different organisations

Our rolling survey of victims and survivors of domestic abuse undertaken during the pandemic clearly demonstrated that challenges increased during lockdown, with around half saying they didn’t feel it was appropriate to contact the police leaving them further isolated and at increased risk. In response, we established our [Staying Safe at Home](#) programme to support survivors and the frontline professionals supporting them with tools, resources and guidance, plus regular calls with frontline CEOs to keep tabs on the issues for them and feed into policy making and the case for emergency funding. We also set up [Safe at Home in Scotland](#), bringing together more than 60 domestic abuse professionals from the statutory and voluntary sector, informed by our authentic voice panel of survivors, to share best practice and solve problems to make the right support available during the pandemic.

A Year of COVID

(March 2020 – March 2021)



Reach In 30 April 2020

SafeLives launches 'Reach In' campaign encouraging people to act if they're concerned someone they know is experiencing domestic abuse during lockdown.



Joint VAWG sector statement on emergency Govt funding April 2020

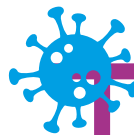
Sector welcomes £750m fund to support frontline charities during the pandemic, but calls on the government to act quickly to support frontline VAWG services, with a ring-fenced fund that is simple, flexible, & fair, including support for specialist services for marginalised groups.

Training moves online

SafeLives mobilises to take its training online. Since developing remote training programmes we are reaching a wider cohort across the UK than ever before.

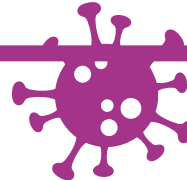
We have also continued delivery of our 'Domestic Abuse Matters' cultural change programme for police forces.

In the last six months of 2020, over 1,600 people participated in our specialised training and we delivered our Domestic Abuse Matters programme to more than 2,000 police officers.



Coronavirus Bill 19 March 2020

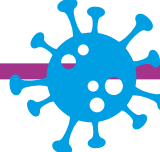
SafeLives issues briefing for MPs, warning of an increase in domestic abuse as thousands of victims may have to isolate with perpetrators and flags areas of the Coronavirus Bill which may have unintended negative impacts on domestic abuse victims.



Ask for ANI April 2020

SafeLives' Pioneer survivors put forward the idea of a code word to be used in the few shops allowed to be open – pharmacies.

With support from the DA Commissioner and Victim's Commissioner, we proposed a scheme to the Home Office and worked with them to create 'Ask for ANI'



Hidden Harms Summit 21 May 2020

SafeLives makes the case for a long-term sustainable funding settlement for the domestic abuse sector and calls for more Idvas who provide a vital lifeline to victims and survivors.

+300
idvas needed



Domestic abuse victims recognised in daily Coronavirus press conference May 2020

SafeLives consistently applies pressure on Government to change public messaging to remind people lockdown restrictions don't apply if you are not safe at home. The exemption is

highlighted in a 10 Downing Street Coronavirus press conference and Prime Minister repeats this again in his 3rd lockdown announcement in January 2021.



Funders lean in Summer 2020

NatWest donates £1m for the Circle Fund to support victims of economic and domestic abuse, in partnership with SafeLives and local services.

Vodafone launches the Great British Tech Appeal with Barnardo's, British Red Cross and SafeLives. More than 570 mobiles and tablets have been provided to survivors and their families.

Trusts and foundations offer emergency support.

Rolling services & survivor surveys August 2020

SafeLives publishes new data gathered from both survivors and services that show demand for services continues to increase.



61% of survivors not able to reach out for support during lockdown.

38% of services reported increases in caseloads.

86% cited tech and IT challenges.

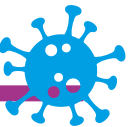
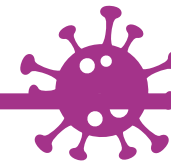
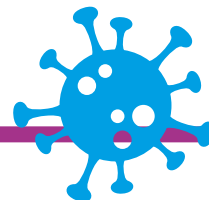
Ask for ANI launched January 2021

By April 2021, more than 5000 pharmacies including Boots and Superdrug are participating in the #AskforANI codeword scheme, enabling victims of domestic abuse to contact specialist DA services for support and advice. Currently, the scheme is being used once every 30 hours.



Government announces £40m fund for rape & domestic abuse victims February 2021

SafeLives plays a key role in unlocking new Government funding for specialist services for victims of rape and domestic abuse, including a crucial £27m 2-year fund for Idvas and Idaas as a result of our joint campaigning in the sector.



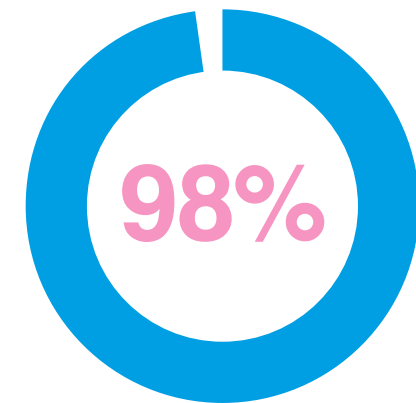
The Domestic Abuse Strategic Learning Partnership October 2020

AAFDA, Chayn, Galop, Imkaan, Respect, Rights of Women, SafeLives, Social Finance, Standing Together, Surviving Economic Abuse and Women's Aid come together to form a strategic learning partnership – taking a long-term view of the sector's needs both during and beyond Covid-19. Supported by the National Lottery Community Fund.



Support & Wellbeing sessions for the frontline January – March 2021

With additional funding from the Home Office, SafeLives, in partnership with Rock Pool, develop support and wellbeing sessions for frontline domestic and sexual abuse practitioners in England and Wales. The objective is to increase resilience and morale at a time of immense pressure, enabling services to remain available and sustainable for clients.



respondents agreed the session will have a positive impact on morale

Influencing UK policy

Shaping policy and influencing legislation is a vital aspect of our work towards ending domestic abuse, for everyone, for good.

THE DOMESTIC ABUSE ACT (2021)

Over the past four years we have worked with our Pioneers, survivors, frontline practitioners, partner organisations and politicians in Westminster to influence the development of the Domestic Abuse Act, which gained Royal Assent in April 2021. This legislation signals a significant change in how domestic abuse is addressed by statutory agencies and is an important step forward in our mission to end domestic abuse for everyone, for good.

Amendments to the Domestic Abuse Bill we helped secure:

- ✓ Recognition of children as victims in their own right
- ✓ New offence of non-fatal strangulation
- ✓ Extension of coercive control as a criminal offence to post-separation abuse and to perpetrators who do not live with the victim
- ✓ Inclusion of economic abuse.



We are pleased to have successfully supported Barnardo's to secure a vital amendment to recognise children as victims of domestic abuse in their own right. We joined Surviving Economic Abuse's campaign to extend the definition of controlling behaviour to post separation, and to perpetrators who do not live with the victim – a vital step forward in supporting survivors to move on with their lives. And we also warmly welcomed legislation on the so-called 'rough sex' defence which criminalises non-fatal strangulation, campaigned for by activist Rachel Williams and many fellow survivors.

We have been a proud founding member of the Drive partnership – set up with Respect and Social Finance to address and challenge domestic abuse perpetrator behaviour – since 2016. In 2020/21, 125 organisations and experts signed Drive's Call to Action, and this secured a UK Government commitment to include a perpetrator strategy within their forthcoming Domestic Abuse Strategy. Major change to strategic policy, of this kind, will help change the focus from '*why doesn't she just leave?*' to '*why doesn't he stop?*' (this principle applies whatever the gender of the individuals concerned).

We would have liked to have seen the importance of community-based services – which provide support to more than 70% of victims who seek help from specialist organisations – recognised within the new legislation. However, we were glad to at least secure a commitment from the UK Government to look at statutory means within their upcoming Victim's Bill to secure an obligation on public bodies to provide such services.

There is also more work to do to ensure migrant victims have access to life-saving services and for victims with protected characteristics to be free from discrimination when accessing services. Their needs were not met by the new legislation and we will continue to work alongside partners to secure vital changes.

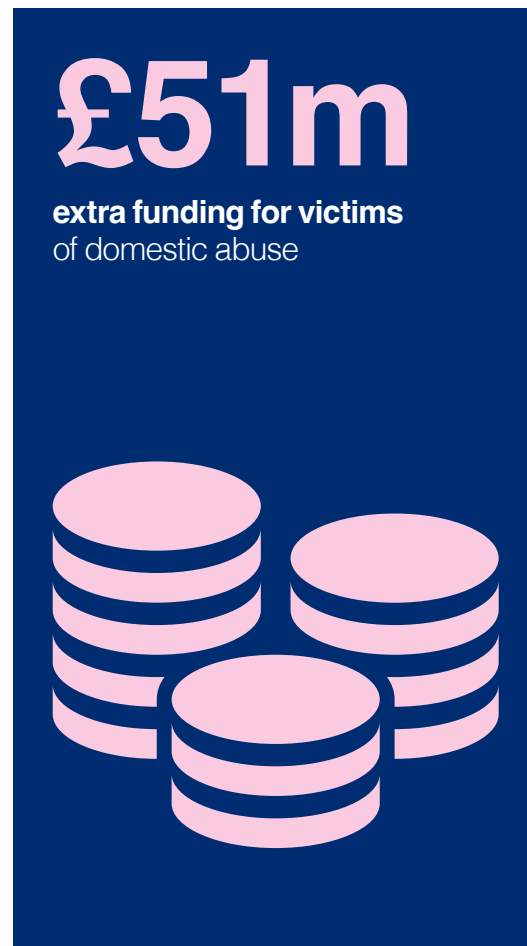
We believe that the Domestic Abuse Act needs to be accompanied by a long-term sustainable funding settlement for frontline domestic abuse services in the community which covers the whole family – adult, teen and child victims as well as perpetrators of abuse – and we will continue to make this case with Barnardo's and others, building on our #Invest2EndAbuse coalition.

FUNDING DOMESTIC ABUSE SERVICES

Following the launch of A Safe Fund – our report costing frontline domestic abuse provision for the whole family, we were invited to present to HM Treasury alongside colleagues at Women’s Aid Federation England.

We also submitted proposals to the Department for Education, the Home Office and the Ministry for Justice, helping make the case for increased funding both in response to the pandemic and for future sustainability of services. As a result, the Ministry of Justice was awarded £40m extra funding for victims of domestic abuse, topped up with another £11m. These are modest amounts compared with the total which ought to be spent, but still represent welcome increases.

We are grateful to the highly-respected advisory firm, who are supporting us pro bono to analyse the cost to the state that could be avoided if domestic abuse was dealt with effectively – and we will present this analysis to the Treasury as part of the Comprehensive Spending Review in autumn 2021.



We have provided evidence to inform formal consultations, policy and guidance:

Rape and Sexual Offences (Crown Prosecution Service); Extracting Data from Electronic Devices (College of Policing); Covid-19 Preparedness (Home Affairs Select Committee); Transforming Public Procurement (Department for Transport); Policy and Practice Responses to Domestic Abuse under Covid-19 (DAHLIA-19 international research study); Call for Evidence (Independent Care Review); Domestic Abuse Policy (Crown Prosecution Service); Draft WAWG strategy (NSPCC); VAWG inquiry (Home Affairs Select Committee); Women’s Health Strategy (Department of Health and Social Care); Additional Curriculum (Welsh Government); Domestic abuse support within safe accommodation (Ministry of Housing, Communities and Local Government); Mental health (All Party Parliamentary Group); Dispute resolution (Ministry of Justice)

The report is an excellent piece of work making it clear what relatively small funding would be required to properly resource frontline domestic abuse services and take them off the shoestring on which they permanently dangle.

Dame Vera Baird QC, Victim’s Commissioner for England and Wales



Equity, Equality, Diversity and Inclusion

We published our first equity, equality, diversity and inclusion (EEDI) action plan on 1 July 2020. Let's be clear, the organisation had needed a wakeup call from team members and other colleagues to develop that plan, and we had been too complacent up to that point about our commitments and actions.

The plan covered the span of EEDI issues which we wanted to address but was developed in the context of the killing of George Floyd and the Black Lives Matter surge which followed. We wanted to put an explicit focus on anti-racism. Members of the SafeLives community – staff, Pioneers, partner organisations and individuals – pushed us to think more deeply and act with more structure, leadership and urgency about this.

It has taken time, mistakes, and perseverance by amazing people to make some progress. 2020/21 asked a lot of everyone, individually and as organisations. But it was critical for us to have had this wakeup call, to reflect on our action and realise it was inadequate. A heartfelt thank you is due to team members and colleagues alongside the organisation who put themselves on the line to make it happen. We have published a renewed plan for 2021/22, and there is no going back.



Being open to change is the most important thing.... Organisations need to employ people with diversity of mind, regardless of how they look. If the people who are there operate with the right mindset, that will come through in the organisation's culture and its delivery of services

Sabreena Grant, court-based Idva



Strategic Priorities

**Our strategic priorities
set out our roadmap for
ending domestic abuse.
For everyone. For good.**

Strategic Priority 1

Act before somebody harms or is harmed

Our newest work focuses on acting before harm happens. In the earliest stages of turning this priority into an operational reality, we have focused on work with young people.

SAFE YOUNG LIVES

Our research has clearly shown that young people are worried about themselves, their friends, and, sometimes, their own behaviour. They don't always know where to draw the line between healthy and unhealthy behaviour, and they don't engage with domestic abuse services that are aimed at adults.



So, we have developed an ambitious programme of work, with young people, for young people, to provide support and advice about healthy relationships, develop understanding of how harming behaviour starts, and give confidence to begin conversations.

To ensure young people are at the heart and start of our work, and their authentic voice is heard and steers direction, we established a steering group of young people – the Sound of Silence which is funded by the Dulverton Trust and an anonymous funder. So far, nine youth change makers have been recruited, and 11 young people have signed up to be members of the wider engagement network – and they have been active in shaping a wide range of projects and developments.



The ideas put forward by young people have the potential to be more innovative and inclusive than those thought up by adults for a younger generation that is living in a completely different environment to both adults now and young people in the past. If we can ask the right questions and give young people a voice, we will discover new solutions, new avenues to investigate and find more young people accepting the tools we put in place – because those tools will be directly relevant and created with them in mind by their peers.

SafeLives Young Changemaker



Sound of Silence wordcloud

MY STORY MATTERS

Throughout 2020 we worked with colleagues On Our Radar, funded by Comic Relief’s Tech vs Abuse programme, to better understand how young people considered, discussed and responded to harmful behaviour within their relationships. These findings were published in May 2021 in [My Story Matters : Understanding young people’s perceptions of abuse in their romantic relationships](#) and have been critical in informing our Safe Young Lives work.

The [Talk About Toxic](#) survey we undertook in early February 2020 highlighted that young people don’t always know where to draw the line in their romantic relationships, and that they would prefer to speak with their peers, or go online for advice. In response, continuing our partnership with On Our Radar and worked with young people in 18 steering group sessions to create [Draw The Line](#), a mobile platform designed by young people, for young people, to help them identify and call out toxic and harmful behaviour in their relationships. We are disappointed that we haven’t yet been able to secure long term funding to further develop this pilot resource which has been accessed more than 13k times and provided valuable learning as we develop the Your Best Friend project and start work to better understand how harming behaviour begins.



YOUR BEST FRIEND

My Story Matters told us that young people are most likely to turn to their friends for advice about their relationships. In 2020 we launched Your Best Friend, a Tampon Tax funded project that aims to empower girls, young women and non-binary young people in England and Wales with the knowledge and confidence to notice abuse in relationships, and support their friends who may be affected. Central to the work is that information and materials have to be easily accessible where young people are, not where we would like them to be, either online or offline – and working with young people to co-create is the

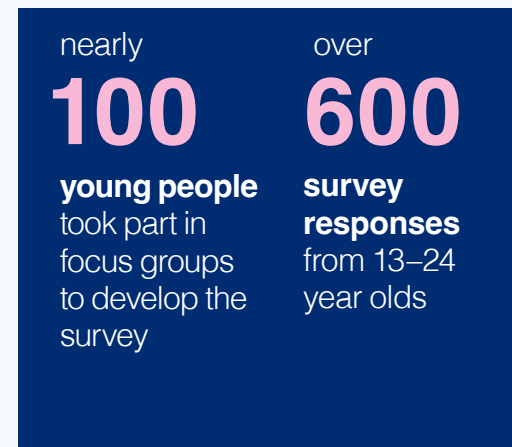
best way to do this. Young people led the development of a brand and a [website](#) in Spring 2021. Nearly one hundred girls, young women and non-binary young people took part in focus groups to help us find out about how they develop and experience relationships and what would help them stay safe. This also informed the development of the #WhatWillWork campaign and survey in July 2021, which collected evidence about friendships, relationships, and help-seeking.

A small group of young people with support from our research team are currently analysing the results, which will inform the development of interventions and resources tailored to young people that will give them the knowledge they need to support their friends and have healthy relationships. Further waves of activity are planned for next year.



I enjoyed being creative and like debating the different topics... as there as something good about learning new skills and being respected.

Young person’s perspective on being involved in Draw The Line.



MEN AND BOYS VOICES

We won't end domestic abuse without involving men and boys, so it's essential they are brought into the conversation rather than left on the side-lines.

Over the past year, we've been working with young men and boys, and more than 40 organisations that support them, to develop and pilot an approach to having conversations about their attitudes, expectations and behaviours in relationships.



More than **40** organisations worked with us to develop resources for youth workers to have **conversations with young men and boys about their relationships**

Over **400** people attended the **'Men Speak Out Against VAWG'** online event

In April 2021 we worked with H.O.P.E Training and Consultancy, Drive, Respect, Dr Olumide Adisa at University of Suffolk and the Domestic Abuse Research Network to create and host a 'Men Speak Out Against VAWG' online event. This was attended by over 400 people, and eight men talked about their own perspective and role in more actively addressing violence against women and girls. Participants came up with numerous suggestions about what could happen next. What's missing at the moment, though, is the ongoing coalition of individuals and organisations who are active in spaces populated by men and boys, who are dedicated to developing and taking this work forward. We continue to work towards that coalition.

To stop abusive behaviour before it starts, we need richer evidence about why people begin to use abuse in the first place. With funding from the Queen Anne's Gate Foundation and the Rayne Foundation this year we launched the Verge of Harm[ing] project, steered by a group of 19 young people, and are currently conducting a survey #IsItOK to discover more about how harming behaviour begins. Insight from this research will inform our future practice that focuses on prevention – so that together we can stop domestic abuse before it starts, or at the very earliest stage, before it becomes a lifelong pattern of behaviour.

Such an important resource in its essence. We need to normalise boys (and everyone else, of course) talking about their feelings and this is such a vital starting point.

—
Youth Worker

Strategic priority 2

Identify and stop harmful behaviour

We are changing both narrative and practice with regards to domestic abuse – putting a focus on those who cause harm, supporting and challenging them to change, in partnership with a huge range of statutory and voluntary partners.

THE DRIVE PARTNERSHIP

The Drive partnership between Respect, SafeLives and Social Finance, which has made significant progress in the past year in working with high-risk perpetrators of abuse to prevent further abusive behaviour and protect victims. The Partnership is currently working across ten sites in England and Wales, five of which were new in 2020/21.

Drive delivered in

16

areas in England and Wales

838

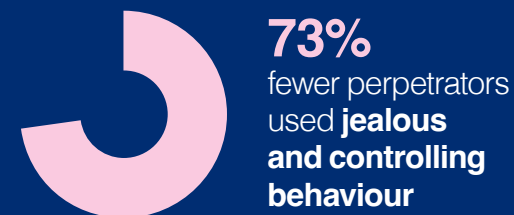
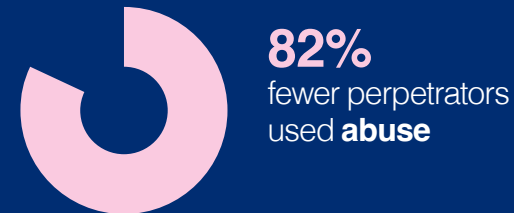
high risk perpetrators challenged to change



That’s kind of my biggest takeaway is the feeling of worthlessness has gone, my emotional intelligence (is better) and I think I’ve grown up a hell of a lot.

Drive service user

Following the Drive intervention



In September 2020 the Mayor of London Office for Policing and Crime published a two year evaluation of the Drive project in Croydon.

Drive in Croydon worked with

170
perpetrators

203
adult survivors

309
children and young people

799
interventions

Reduced physical, sexual, harassment and stalking and jealous, coercive and controlling harms



In June 2021 the Drive Partnership launched a film featuring Helen, a survivor of domestic abuse, whose life was changed following a perpetrator focused intervention. This powerful film urges government and police and crime commissioners to respond directly to people actually causing harm, rather than requiring victim-survivors to be solely responsible for keeping themselves safe.



Drive changed my life. With the perpetrator intervention and support from my Idva, I can finally say myself and my children are in a very happy place.

Helen, domestic abuse survivor

As well as the model for Drive intervention at the frontline, the Drive Partnership is also delivering increasingly at a strategic, facilitative level. This includes innovating frontline practice in housing and children’s social care; bringing together strategic and operational leads to develop ground-breaking policy, commissioning and nation-wide coordination; and making sure those who respond to perpetrators of abuse in future are better equipped with the training and tools they need, and are more representative of the UK population as a whole. Each strand is being taken forward in partnership, with leadership from those working from a specialist perspective including those from groups who are under-represented in the workforce for perpetrator response.



The working relationship [between Idvas and Drive case managers] is really positive. And there’s been some really positive outcomes and some quite creative working

Idva

This year the Drive Partnership facilitated the Call To Action group, bringing together more than 125 organisations and experts to secure a commitment to include a perpetrator strategy in the UK Government’s upcoming Domestic Abuse Strategy. The Drive team has also been working with the Domestic Abuse Commissioner to establish a multi-agency working group focusing on perpetrators of domestic abuse – the first strategic governance of its kind with senior leads from policing, housing, health, children’s social care, all giving consideration to the policy, practice and funding change needed across the UK to make a practical reality of the principle ‘Why doesn’t he stop?’.

The Call To Action

- 1** Public and voluntary services empowered to hold perpetrators of domestic abuse to account
- 2** Best practice perpetrator interventions available across England and Wales
- 3** National quality assurance systems
- 4** A sustainable, predictable source of funding
- 5** National and local leaders to spearhead the perpetrator strategy





I just felt that I was being listened to and what I was saying was being acted on, so it was very much sort of led by me.

Adult survivor, Beacon site

Throughout 2020/21 we worked with My Cheshire Without Abuse (MyCWA) to implement Engage, a behaviour management model for couples or families who wish to remain in a relationship or safely co-parent. This has been piloted in Norfolk and West Sussex as part of the wider Beacon sites programme, and we were invited to implement the model across Cheshire together with MyCWA and the PCC. An initial review has demonstrated that the programme has had a positive impact, with 82% of victim-survivors saying they felt safer following participation in the programme, and 75% said their wellbeing had improved. Children reported improvements to their safety and wellbeing after support with mental health, safety and relationships. Caseworkers agreed that 62% of perpetrators of domestic abuse had better awareness of the impact of their actions, and 53% said they understood their behaviour was unacceptable as a

On exit, our Insights data for Engage service users showed:

82%

of adult survivors said they felt safer.

65%

reduction in children and young people witnessing abuse and 100% improved safety following support

79%

of service users seeing no physical abuse at exit and 53% of service users understanding their behaviour is unacceptable



As Police Officers we become desensitised and emotionally removed. This is a very real reminder of WHY we need to get it right.

DA Matters delegate

result of Engage. We hope to pilot the model in further areas of England and Wales in the coming year, and work is underway with Emily Alison, who developed the model, to create an accredited training course which will support frontline practitioners to feel more confident and motivated to work with individuals in this situation, including the person causing harm.

We have continued to drive culture change within the police with our delivery of the Domestic Abuse Matters programme, developed by SafeLives for and licensed by the College of Policing. Despite the challenges caused by the pandemic, in the past year we delivered this essential training face to face with police forces in Cleveland, Dorset, North Yorkshire, South Yorkshire and Thames Valley, reaching more than 4,000 first responders and beginning work to mobilise training for the Metropolitan Police. All forces have reported that the

training has delivered measurable improvements across the key areas of domestic abuse risk assessments, quality of referrals to partner agencies, evidence gathering and statements and this has been supported by independent evaluation.

We have built a strong relationship with Baroness Jenny Jones who has been championing the programme in the House of Lords, and urging the government to providing funding for the remaining police forces that have not yet participated. We would like to see other organisations with a key enforcement role or role in direct contact with those use abuse – such as the newly re-forming National Probation Service – adopt similar workforce development to improve their interventions with perpetrators of abuse.

Independent research on the impact of DA Matters, conducted by Prof Iain Brennan.

41%

increase in domestic abuse related arrests in police forces that have participated in the training.

Strategic priority 3

Increase safety for all those at risk

We focus on the whole person and the whole family, keeping families safer, sooner.

This year we acted swiftly on the increased risks for child and adult victims and survivors of domestic abuse during the pandemic and the growth in demand and pressures on frontline services. Together with local authorities, police, health bodies, Maracs*, and multi-agency statutory and voluntary sector partners, we took immediate action to mitigate the risk, severity and complexity of situations arising by the pandemic; as well as developing and implementing strategic, systematic lessons for long term change.

BUILDING CONFIDENCE AND CAPABILITIES LOCALLY, AT THE FRONTLINE

We continue to provide national practice advice and guidance, as well as data collection and evidence gathering, responding to hundreds of queries each year and engaging almost 2,700 members of our online SafeLives Community.



I would just like to say how thankful I am for the support and energy you have given me and this project. It’s been one of the best needs assessments I have been a part of ... I feel it’s been a massive success.

Cheshire West and Chester

We are currently working with 28 local authorities on an effective multi-agency approach to domestic abuse that focuses on the whole family. This in-depth work involves mapping and reviewing current practice and process, identifying gaps, and co-creating solutions to improve partnership working and service provision so that victims of domestic abuse and their families are supported swiftly and appropriately, and potential abuse is not missed.

*Maracs are multi-agency risk assessment conferences where relevant and proportionate information about the highest risk domestic abuse cases are shared and plans put in place to protect victims and their families – and are the cornerstone of the response to keep people safe. An Idva (England, Wales and Northern Ireland) or Idaa (Scotland) provides strong, independent advocacy for the victim, at each meeting.

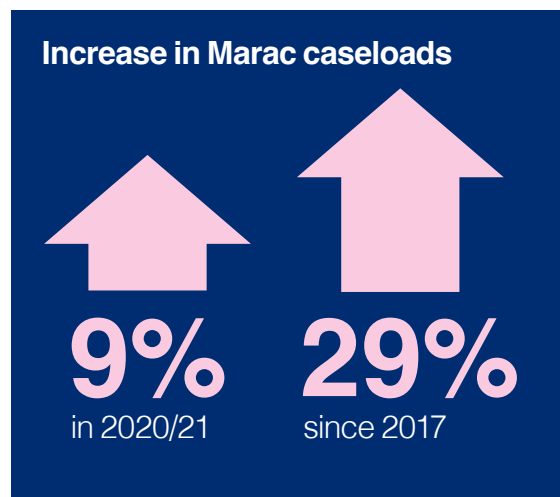
Improving multi-agency working

57 professional interviews	36 self assessments
5 survivor interviews	10 meeting observations
43 strategic meetings	650 professionals surveyed
52 operational meetings	4 survivor surveys
10 workshops	8 perpetrator surveys

In 2020/21 75,000 adults who between them were parents and carers for 95,000 children were referred to Maracs in England, Scotland, Wales and Northern Ireland.

Our [Practitioners survey](#) for 2020/21 clearly indicated a significant shortfall in the number of Idvas in England and Wales, and the caseloads of Maracs continue to increase – up 9% compared with 2019/20, and a 29% increase compared with 2017.

The proportion of cases where the victim is identified as being Black, Asian or racially minoritised has increased from 15.6% to 16.6% in the past year, and there has also been an increase in the proportion of cases where the victim has been recorded as having a disability, up from 6.9% to 7.9%. However, this still remains lower than the national population of 19%.



We are delighted to have helped secure a multi-year settlement from the Ministry of Justice to increase the number of Idvas (Independent Domestic Violence Advisors) and Isvas (Independent Sexual Violence Advisor) in England and Wales. This £27m settlement will create 700 new specialist posts which have the potential to support up to 70,000 victims and survivors a year.

Following the 2018/19 Scottish Government consultation on multi-agency interventions, this year we have been instrumental in setting up the Marac Advisory Group in Scotland to galvanise a long-awaited national approach that creates consistency and reduces variation across local authority areas. We also set up a new Scotland Marac Chairs Network, continued to host the Scottish Marac Co-ordinators Forum, and operated the Marac helpdesk which received 80 queries this year alone. We extended our training offer and supported Maracs with their pivot to online operations, introducing virtual observations to maintain continuity during the pandemic. We worked in partnership with Scottish Government to deliver seven well-attended deep dive events to share knowledge and best practice to shape next steps for Marac in Scotland.



I think that the DAART was something that was long overdue.

Housing professional

Marac in Scotland

200
professionals attended Marac webinars



Training developed and delivered to
149
Marac representatives



80
enquiries to the Marac helpdesk

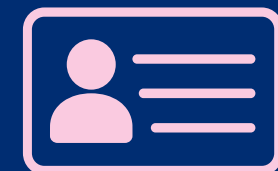


15
virtual Marac observations



Our [Domestic Abuse Awareness Raising Tool](#) (DAART) for professionals in Scotland from all sectors launched in August 2020. The Tool has had almost 12,000 unique visits already, and we have been supporting statutory partners to integrate DAART to their learning systems to optimise and systematise usage.

This year we worked with **Southall Black Sisters** to develop guidance for Maracs on sharing information about victims of domestic abuse who have insecure immigration status.



The pandemic presented a major challenge to our training team – prior to Covid-19 all of our learning was delivered in face-to-face settings. The team has worked magic over the past 18 months, with additional investment from the Home Office, to adapt all of our training courses to deliver remotely, training more than 4000 people during the year to increase expertise in reducing domestic abuse and supporting victims.

We updated our flagship Idva and Idaa training to include a new anti-racism module, and delivered it to 224 people, and provided independent sexual violence advocate training to 40 people. In March we concluded our first online Idaa accredited training course in Scotland, in partnership with ASSIST and Scottish Women’s Aid, and were pleased that it was received a Net Promotor Score of 100.

We have recognised that the cost of accrediting training can be a barrier for small specialist organisations within the domestic abuse sector, and in line with our EEDI commitments, have introduced additional bursaries offering seven places per course at reduced rates specifically for ‘by and for’ services.

BEACON SITES

Over the past five years we have been working in partnership on an ambitious programme to trial a new approach to tackling domestic abuse in Norfolk and West Sussex (our Beacon sites) that focuses on improving outcomes for the whole family by creating systemic change, reducing inconsistencies, connecting services, and co-designing new interventions with survivors.

In 2020/21 Beacon sites in Norfolk and West Sussex continued to pilot five co-ordinated specific interventions for:

- Victims at medium risk of harm
- Victims with complex needs
- Families that want to stay together (Engage)
- Children and young people
- Families in the recovery from domestic abuse phase

The Beacon programme has been independently reviewed by the University of Central Lancashire. The report, published in autumn 2021, shows very promising results in supporting the whole family who have experienced domestic abuse, with overwhelmingly positive feedback from adult and child survivors.

Since the pilot started in November 2018 more than 1000 people have received direct support.



I just felt that I was being listened to and what I was saying was being acted on, so it was very much sort of led by me.

Adult survivor in West Sussex

Beacon sites: 7 core principles of a consistent approach



I would just like to say that the session was excellent and the best Domestic Abuse course that I have attended in my 34 years of working with children and families.

Health and Social Care Partnership professional

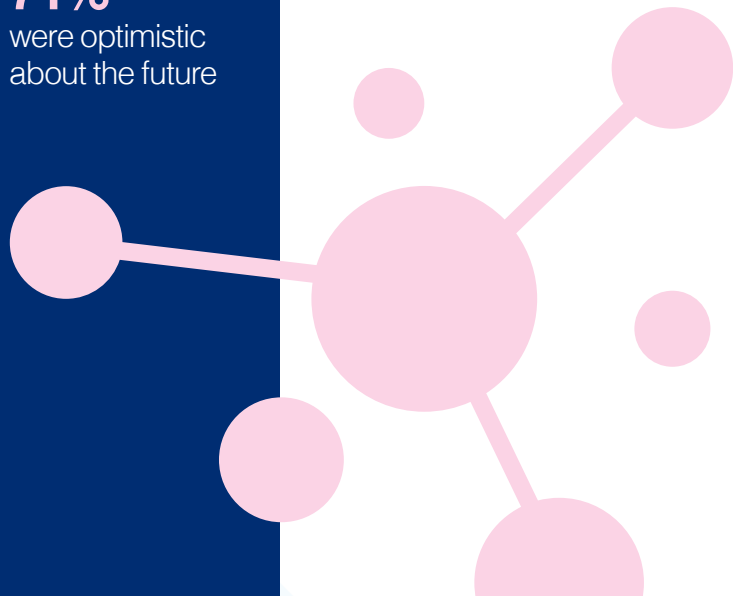
Beacon impacts for survivors

- 76%** physical abuse has stopped
- 85%** felt safer
- 83%** sexual abuse has stopped
- 82%** said wellbeing had improved
- 57%** harassment and stalking has stopped
- 80%** felt more confident
- 42%** jealous and controlling behaviour has stopped
- 72%** said quality of life had improved
- 71%** were optimistic about the future



The service has been an absolute godsend for me and my family. I have learnt so much about healthy relationships, how to build my self esteem as well as learning the signs of an abusive relationships. I realise now that the abuse wasn't my fault and I didn't deserve to be treated like that. I'm now in a healthy, loving relationship and learning to be comfortable in my own skin

Chris, survivor



WHOLE LIVES SCOTLAND

In Scotland in 2020 we published findings from a national survivor survey, funded by the National Lottery Community Fund, to explore the pathways and barriers to expert support for adults experiencing domestic abuse.

We reviewed support for survivors with learning disabilities in Stirling and, working with a range of new local and national partners, made a series of recommendations to improve access and outcomes for victims of domestic abuse who have learning disabilities.

We have also been working with Aberdeen City Council to review services for 16–25 year olds, and found their issues very much accorded with the findings of our wider Safe Young Lives work. Recommendations will be made in October 2021.

Whole Lives Scotland key findings from nearly 350 respondents

Domestic abuse survivors experience a range of issues relating to **mental health, physical health, employment, finance and homelessness**

Survivors experience abuse for **five years on average** – and for longer if they are disabled or have children

66% of survivors don't access specialist domestic abuse services due to **lack of awareness, stigma and shame**, or not wanting to engage at that time

Survivors who didn't access a specialist service had **disclosed abuse to at least three people** or agencies

50% of survivors who accessed specialist services **self-referred** despite having disclosed abuse to multiple agencies

Disability and sexual orientation are linked to different kinds of abuse

Minoritised survivors experience additional barriers to accessing services

Survivors said more **awareness of domestic abuse** in all its forms is factor that would make the most difference in accessing services



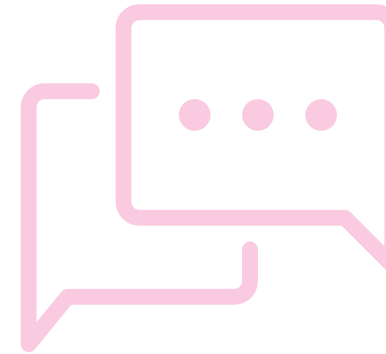
When I went to A&E the doctor told me they only do bones here, not that ‘relationship mental health stuff’. But didn’t offer to refer me to somewhere that did.

Chris, survivor

WHOLE HEALTH LONDON

Only one in five people experiencing domestic abuse ever calls the police, but adult victims and survivors access hospitals, GP surgeries and mental health settings every day, and child victims are seen routinely by school nurses. Whole Health London is a three year project funded by the City Bridge Trust which aims to map the domestic abuse response within health settings in the capital, and make recommendations about the best way to secure a whole health response that truly meets the needs of victims and survivors.

‘We only do bones here’ – our [Whole Health London report](#) was published in March 2021 and analysed evidence from victims and survivors, domestic abuse services, and health care staff. The report recognised that whilst London is a leader in health-based domestic abuse innovation, gaps in provision remain caused by lack of health care workers’ understanding about domestic abuse; lack of long term sustainable funding for services; and a lack of integration of health and domestic abuse commissioning. The report makes a series of recommendations to improve provision in London which could equally be applied to deliver better, joined-up domestic abuse support in health care settings across the UK.



BUILDING CAPACITY AND CAPABILITY TO SUPPORT ADULTS AND CHILDREN

‘Reach In’ – a rapid review

Following our Reach In campaign, developed with Pioneers, to help friends and neighbours know how to check in on someone they might be worried about, we worked in partnership with University College London to secure funding from UK Research and Innovation (UKRI) to undertake a rapid review of informal support interventions for victims and survivors of domestic abuse. In autumn 2021, we will translate the research findings into further practical guidance to support friends, families, communities and practitioners to increase safety for those at risk of domestic abuse. The pandemic has shown the extent to which we need to grow the pool of people who think of themselves as ‘first responders’ when it comes to domestic abuse.



I didn’t escape the abuse then, but that person reaching in made me feel so much better because I knew that I had someone I could go to when I was ready to escape. At home he was saying ‘no one will believe you because you are a cop and your career will be ruined.’ Because of that colleague who reached in, I knew he was wrong.

Melani, SafeLives Pioneer



Strategic Priority 4

Support people to live the lives they want after harm occurs

We will improve and expand the support for everyone impacted by abuse, for all the forms that impact takes.

We have made progress this year in supporting people to live the life they want after harm occurs, through the links we have made with major employers and financial institutions whose staff and customers are benefitting from their development of policies, practice and funding streams. We know there's more to do to support recovery, including on mental health, and family court processes, and are proud of the active role of our Pioneers and survivors in helping drive change.

CORPORATE PARTNERS SUPPORTING SURVIVORS

This year we were proud to work with NatWest to launch the first grants in our Circle Fund, which will distribute their £1m donation over three years to 150 services around the UK to support survivors in their recovery from domestic abuse. We are working with a wide range of partners and have so far distributed more than £260,000 to

nearly 90 services, delivering vital support at an individual and local community level across England, Scotland and Wales. We have ensured that funds are being supplied to smaller, more specialist organisations, who might be excluded from traditional grant-making, and have benefited from survivor involvement in the development and running of the programme.

We received more enquiries about workplace training and policy development from commercial organisations in 2020/21 than ever before, indicating that we are making progress in raising awareness of the prevalence and impact of domestic abuse throughout our society. We supported 20 commercial organisations through domestic abuse training provision or policy development, including for Aviva, Linklaters, NatWest, Pinsent Masons, and Travers Smith. More than 1,300 commercial sector staff attended formal training, and many more engaged in webinars and events. Satisfaction with training was 95.6 out of a possible 100.

We distributed more than 500 mobile phones and tablets to survivors as a result of the Great British Tech Appeal run by Vodafone, connectivity that was essential during the pandemic and school closures.



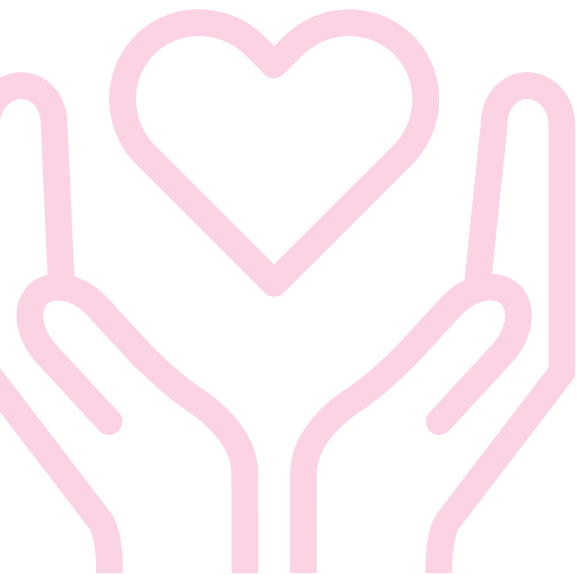
As a bank we are committed to championing people and families, which is why we have committed to work with SafeLives to help those affected by financial and domestic abuse. We're delighted the Circle Fund will also help in communities across the UK, by providing vital access to funds for survivors of financial and domestic abuse, helping to build financial and confidence and independence too.

David Lindberg, CEO of Retail Banking, NatWest



We were really pleased with the training that Safe Lives designed and delivered for us. Despite being done remotely, it was high-impact and incredibly useful. It also enabled us to identify the next steps that we need to take in our continuing work in this area.

Pinsent Masons





We can't thank you enough for this funding it has been such an amazing thing to do, absolutely wonderful. The women and children have been so delighted and thankful for all of the much needed items and its been overwhelming to see their joy and take away some of the worry. We have tried to give each of our services a chance to benefit but as you can imagine there were so many requests but you have made so many families happy and also improved their self-esteem and wellbeing.

Black Country Women's Aid, about the Natwest Circle Fund

MENTAL HEALTH – AND THE VOICES OF THOSE WHO DON'T SURVIVE

We contributed to vital, growing work being done by the National Police Chiefs Council, Kent County Council, Aafda and others with regards to suicides preceded by domestic abuse. The links between acute mental health needs – for adult and child victim/survivors and for perpetrators of abuse – are plain. But the work which needs to respond to those links is still under-funded, and we hope to see more done about this in the coming year.



There is no them and us. The voices of survivors are at the heart and start of our work.

AUTHENTIC VOICE – PIONEERS AND SURVIVORS

We make sure the voices of survivors are sought, heard, and at the forefront of service development.

We are proud that we are now working with 20 Pioneers and 10 members of the Authentic Voice Panel in Scotland and this year expanded the group to increase representation of diverse communities and experiences within the UK. We are delighted that our current and former Pioneers have been highly commended as Volunteer Team of the Year in the Third Sector Awards 2021.

Pioneers have been actively involved in all SafeLives projects and work during the year, spearheading the 'Ask for Ani' initiative, and leading #ReachIn, as well as:

- ✓ Informing amendments to the Domestic Abuse Bill
- ✓ Speaking to more than 600 people in the Domestic Abuse Bill readiness webinar
- ✓ Reviewing tools and training including the new anti-racism module for the Idva course
- ✓ Meeting the Director of Crime at the Home Office to share experiences and influence policy
- ✓ Speaking to 200 delegates at the 6th annual Violence Against Women and Girls event together with the Domestic Abuse Commissioner and victims and survivors
- ✓ Speaking to Labour MPs at a New Statesman and Lloyds Bank Foundation roundtable
- ✓ Advising on the development of the NatWest Circle Fund
- ✓ Informing research into brain injury by the Disabilities Trust
- ✓ Presenting at the Top 100 leadership programme for public sector leaders
- ✓ Developing an authentic voice toolkit to support areas to develop their own authentic voice work

We established our Authentic Voice Panel in Scotland, so far involving women from across the country with diverse experience of domestic abuse and accessing services. Most recently the panel has been invited to scrutinise the Scottish Government’s decisions in relation to the Delivering Equally Safe Fund. The Panel also worked with the newly formed Social Security Scotland, the governmental body responsible for the administering of benefits, to ensure that processes and communications were reflective and responsive to the needs of survivors.

We now have young Pioneers, as well as the Sound of Silence (SOS) young people’s panel. Young people have driven all our Safe Young Lives development work, testing survey questions, designing the Your Best Friend brand and website, creating the Draw the Line app and setting the priorities for future work. Young people have reported that involvement in our work of itself has given them new skills and confidence for the future.

Pioneers’ voices are critical in shaping the public discourse about domestic violence. This year Naomi Donald featured in the BBC documentary Home Truths presented by ex-footballer Ian Wright, who spoke about his childhood experience of domestic abuse. The programme dealt sensitively with the complex issues surrounding domestic abuse, including how it impacts on parenting, and the programme makers also took great care in giving a platform to both survivors and professionals of Black African or Caribbean heritage – voices and stories which are too rarely heard.



We need organisations to listen at the grass roots and high up. They don’t get it yet. Organisations need to change the narrative otherwise we as survivors don’t feel empowered and men don’t get the right message. No them and us.

Authentic Voice Panel member

Feedback about being a Pioneer

“Love it/ SL is great”

“Especially our interacting with lived experience”

“the organisational support for me is great”

“Very happy place to be”

“Feel protected”

“Love the way you guys are”

“the amount of arguments I’ve won in my LA role because of info coming from SL”

“the amount of power we have is because SL is a beacon of hope”

“we’re looking to innovate all the time”

“I’ve been part of lots of orgs – including in the VAWG sector – but you’ve got it right, we’re very person specific”

“what we do is what’s missing on society – we’re the parent org that others can learn from”

“I’m very protective of SL”

“we have compassion”

“100% 10 / 10 for SL – but we must protect the brand and reputation”

We are bringing more survivor voices than ever into our work, developing our approach to community capacity building, to bring in an even wider array of voices.



FAMILY JUSTICE AND FAMILY COURT

The family courts are a key priority for our Pioneers, and of victims of domestic abuse more widely, who are often re-traumatised by their experience in the family courts. Alongside many other organisations in the sector, we continue to consider the family court system to be unsafe for many abuse survivors – both adults and children.

In 2020/21, we secured funding from the Legal Education Foundation to develop and pilot ground-breaking training for family solicitors building on our expertise delivering cultural change training to statutory agencies including the police. We began the discovery process with a series of interviews with key stakeholders we identified in our mapping exercise. During more than 30 hours of conversations with legal practitioners, academics, representatives of law associations, survivors, third-sector organisations and others involved in the family and civil justice systems, we established strong connections with some of the most important voices in the current conversations around family justice reform.

Interviewees responded extremely positively to the project and many have joined an Advisory Group which aims to facilitate information-sharing around the stages of project and gives us an opportunity to seek advice on specific aspects of the training. The close relationships we have built with the membership of the Advisory Group will also aid our wider working on the family justice system, alongside the active support for our influencing work from the Charles Russell Speechlys Foundation.



What you're doing is really important and [legal practitioners] should be snapping your fingers off to work alongside you on it.

Legal academic and former lawyer



I will literally do anything you need to promote this course.

Practising lawyer



I'm glad you're doing this. We need it – we need the cultural change.

Solicitor who represents children



I'm just so excited – it gives me goosebumps – that you're doing this.

Frontline domestic abuse specialist practitioner.

Another senior lawyer told us they were glad that we were doing this work as it takes it off their 'to-do list' following a recent judgement in the Court of Appeal which found systematic issues with how the family courts handle allegations and findings of domestic abuse.

We presented initial findings from the stakeholder interviews to the Ministry of Justice and they are very positive about the project.

Whilst that's positive progress there is more to be done, and we will continue to work with partners including Women's Aid England, Surviving Economic Abuse, and the DA Commissioner's Office for England and Wales, on improving survivors' experience of the family justice system. This includes a project with Charles Russell Speechlys which aims to improve a form which victims of domestic abuse complete early in the process through the court and which Pioneers have highlighted is, at best, insensitive to the experiences of survivors and the dynamics of abuse and, at worst, re-traumatising.



Strategic priority 5

SafeLives continues to be an effective and sustainable organisation

We are thankful to work with an amazing team of staff, associates, Pioneers, Trustees, funders and supporters, who have all helped work towards ending domestic abuse for everyone, for good.

INCUBATOR

The Incubator, generously funded since 2019 by the Aurum Trust, is our ‘engine room’ of brand-new thinking. It is a flexibly structured, cross-organisational team involving our innovation, research and communications teams, led by our Director of Quality and Innovation. The Incubator works with survivors, young people, frontline practitioners and potential partners to take the most under-developed parts of our strategy and explore what our role in increasing the evidence base, developing practical responses and/or influencing policy and funding in that area should be. It allows us to build important new links and partnerships with key organisations and survivors holding significant expertise in our areas of focus – and the time it takes to do this properly and in a sustainable way cannot be underestimated.

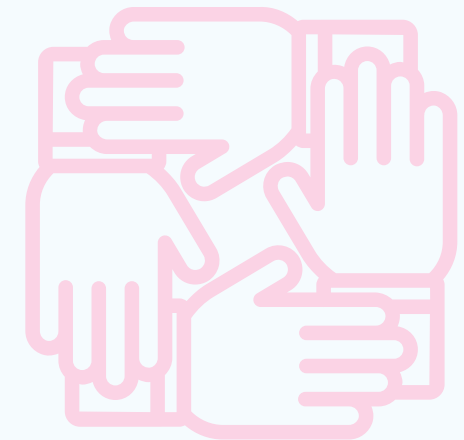
Over the past year the Incubator team has played a pivotal role in developing our new Safe Young Lives programme, a multi-year programme of almost £1m+ per year which, together with young people and a range of partners, will allow us to develop safe and effective responses for children and young people including both those experiencing and using abuse. Alongside delivering our live projects, the team is currently focused on two new areas – the care journey for young people impacted by domestic abuse and guided self-help for survivors, and scoping work looking at young people using harm, linking to our Verge of Harm(ing) research project, also described earlier in this report.

The Incubator has given us the essential space to be creative, collaborative and highly ambitious. It has given us a springboard from which we have moved our prevention work further faster and with more breadth and depth than would otherwise have been possible, helping us take great strides in realising our vision and the ambitions within our strategy.



Our mum was put through a lot, I remember we had to keep moving to safe houses and had a panic button in our house linking to the local police station. I don't know the full extent of it but I can only imagine how it must've been for mum. Trying to protect herself, us and other family members.

—
Billy Milligan, fundraising for SafeLives through a challenge even along with his brother Ethan in March 2021.



OUR STAFF

Our staff team is talented, passionate and committed, and works seamlessly with a range of valued associates and partners across the public, private and third sector to develop and deliver highly regarded services. The team has had to be particularly resilient this year, adapting to all the many demands resulting from the pandemic, and continuing to deliver our ambitious strategy. We are delighted the team has grown over the past year, and we now have 93 brilliant staff.



Wow!! I'm lost for words... I read this email last night and actually cried tears of happiness. Thank you so much for all your hard work on this. SafeLives have done some amazing work to get much needed funding to some of us smaller grassroots orgs.

Naomi Donald, Pioneer and founder of PODS – talking about the funding for PODS as one of the partners in our Tampon Tax funded Your Best Friend project.

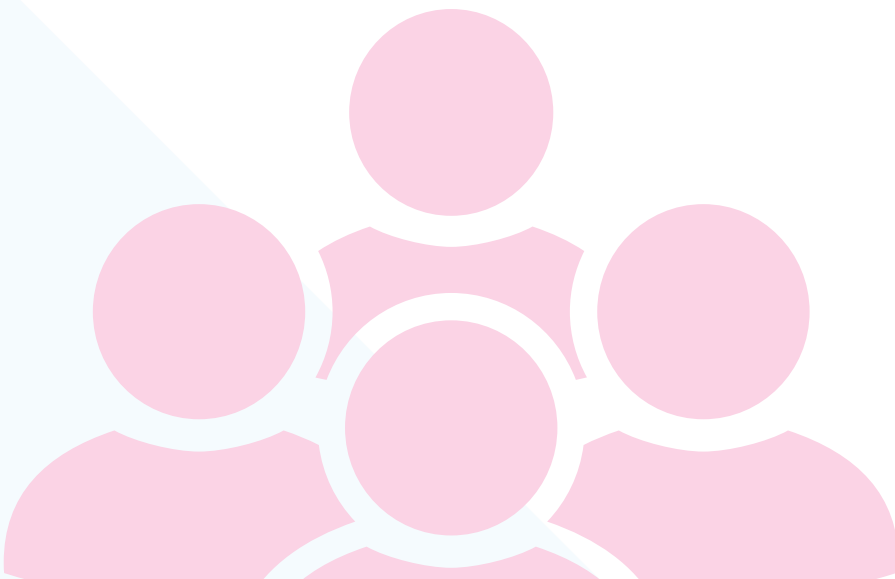
OUR FINANCES

In our financial year ending 30 June 2021 our total income was £8,262k representing an increase of £1,271k or 18.2% on the previous year. This includes capacity building income of £1,386k from training, £626k from practice work, and £323k from Scotland. We also secured income for innovation including £1,776k for the Drive programme, £1,147k for our Beacons work and £699k for other activities in this area. Research delivered £215k of income, and we received £517k in unrestricted grants and donations. Of this total, £2.7m is funding we paid directly to partners involved in our projects, as well as funds we are holding for the NatWest Circle grant fund and Covid-19 philanthropic donations.



This is an amazing bit of news and I am so delighted I cannot find the words – it's the culmination of a dream from the very beginnings of VOICES.

Ursula Lindenberg, Voices – talking about the grant we were awarded by the Legal Education Foundation (Voices is a partner on this project)



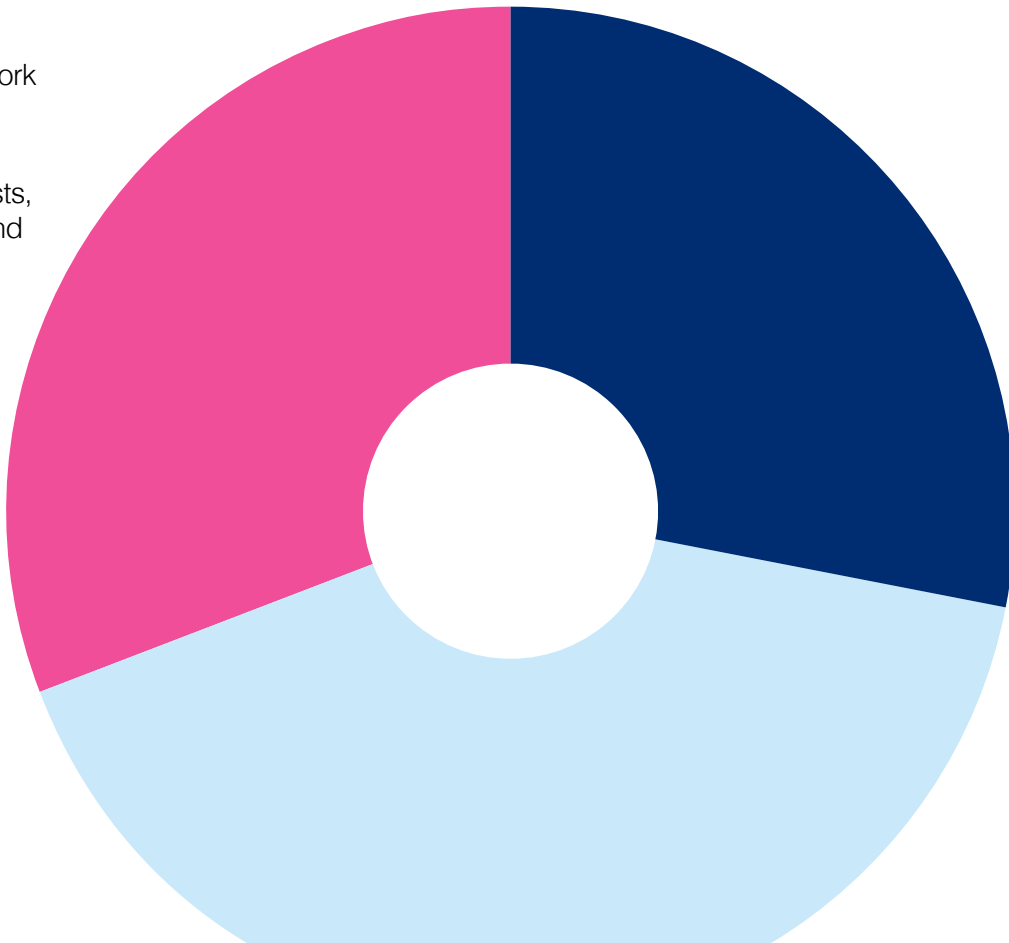
How we are funded 2020/2021

We work hard to generate a mix of income. Total income in 2020/21 was £8,266k of which £2.7m we paid direct to partners. Income sources break down as follows :

Statutory funding
28.1%

Fee earning work
30.8%

Charitable trusts, foundations and donations
41.1%



How we used our funding 2020/2021

Our expenditure in the last year was £4,383k, excluding payments to the partners we collaborate with on our work.

Capacity building
43.4%

Innovation
26.6%

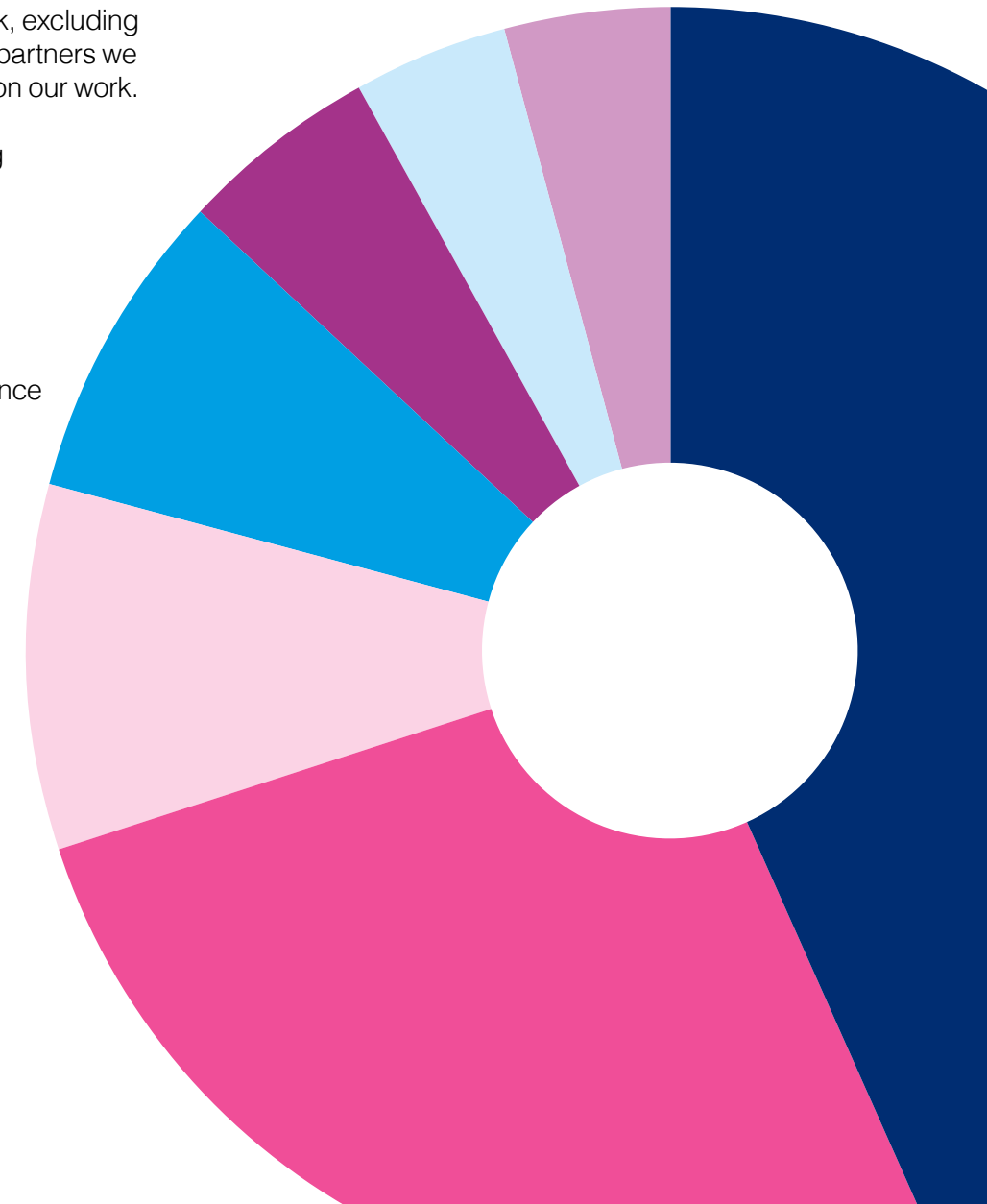
Support/governance
9.3%

Influencing
7.7%

Covid-19 emergency expenditure
5%

Research
4.1%

Fundraising
3.9%



Thank you to everyone who has offered support in the past year, through donations, grants, fundraising, volunteering, and lending expertise. We particularly wish to acknowledge the support of:

Aurum Trust	Esmée Fairbairn Foundation	NatWest
Buchanan Programme and Edward Blain	Fabrix	Oak Foundation
Bleu Blanc Rouge Foundation	Garfield Weston Foundation	Peter Cundill Foundation
Charles Russell Speechlys Foundation	Home Office	PlayTech
City Bridge Trust, the funding arm of The City of London Corporation's charity, Bridge House Estates	HRH The Duchess of Cornwall	Private family foundation managed by Greenwood Place
Comic Relief	John Ellerman Foundation	Queen Anne's Gate Foundation
De Spicer Family Fund	Legal Education Foundation	The Julia and Hans Rausing Trust
Dulverton Trust	Mills & Reeve Charitable Trust	The Rayne Foundation
	National Lottery Community Fund	Scottish Government
	National Lottery Community Fund Scotland	Segelman Trust
		Vodafone
		Kate Wilkinson and Harry Gaskell
		Mr. W. Randall Work and Mrs. Jeanne M. Work

If you'd like to support our work please get in touch – we'd love to hear your fundraising ideas fundraising@safelives.org.uk



Places we worked in 2020/2021

- 📍 Aberdeen
- 📍 Anglesey
- 📍 Bournemouth, Christchurch and Poole
- 📍 Bedford
- 📍 Birmingham
- 📍 Blackpool
- 📍 Bolton
- 📍 Brent
- 📍 Bridgend
- 📍 Bromford
- 📍 Bury
- 📍 Calderdale
- 📍 Cardiff
- 📍 Cardiff
- 📍 Cheshire
- 📍 Cleveland
- 📍 Cumbria
- 📍 Cwm Taff
- 📍 Darlington
- 📍 Derby
- 📍 Dorset
- 📍 Durham
- 📍 Flintshire
- 📍 Gibraltar
- 📍 Grampian
- 📍 Guernsey
- 📍 Gwent
- 📍 Halton
- 📍 Hartlepool
- 📍 Hereford
- 📍 Humberside
- 📍 Inverclyde
- 📍 Jersey
- 📍 Lancashire
- 📍 Leicester, Leicestershire and Rutland
- 📍 Leicestershire
- 📍 London
- 📍 Manchester
- 📍 Middlesbrough
- 📍 Newham
- 📍 Norfolk
- 📍 North Ayrshire
- 📍 North Lanarkshire
- 📍 Northern Ireland
- 📍 North Tyneside
- 📍 Northhamptonshire
- 📍 Northumbria
- 📍 Oldham
- 📍 Pontypridd
- 📍 Port Talbot
- 📍 Redbridge
- 📍 Rutland
- 📍 Salford
- 📍 Sandwell
- 📍 Sheffield
- 📍 Somerset
- 📍 South Gloucestershire
- 📍 South Yorkshire
- 📍 St Helens
- 📍 Stirling
- 📍 Stockton-on-Tees
- 📍 Suffolk
- 📍 Surrey
- 📍 Swansea
- 📍 Swindon
- 📍 Telford & Wrekin
- 📍 Thames Valley
- 📍 Trafford
- 📍 Vale of Glamorgan
- 📍 Warrington
- 📍 Warwickshire
- 📍 West Dunbartonshire
- 📍 West Sussex
- 📍 Wirral
- 📍 Worcestershire

Closing remarks from Isabel Boyer, our Chair

This year has been a hugely challenging for everyone – SafeLives staff, associates and Pioneers, those working on the frontline to keep people safe, and most importantly, victims and survivors of domestic abuse. I particularly want to thank all the Trustees for their commitment and support for all of SafeLives’ work.

The whole SafeLives community has risen to these challenges, responding with compassion, resourcefulness and determination to make sure victims of domestic abuse were not hidden from sight, their voices were heard, and support reached in to them.

We have also started ground-breaking work to prevent abuse, in particular working with young people to understand how harming behaviour begins, and to support them to have healthy relationships. This is complex, long-term work, but it is an essential step on the journey to bringing domestic abuse to an end.

In the past year we have made great strides in putting domestic abuse on the national agenda, and we are pleased that we have been influential in securing important amendments to the Domestic Abuse Act. But we must push forwards, and build on this momentum to make sure the Act is implemented effectively and consistently; and the Government’s proposed strategies on violence against women and girls, and perpetrators of domestic abuse, as well as the Victim’s Bill, deliver real and positive change.

In the coming year we must continue to have conversations about domestic abuse. We must stop asking ‘why doesn’t she leave?’ and start asking ‘why doesn’t he stop?’ – and wrap support around the whole family, earlier. And we must continue to focus on stopping abusive behaviour before it starts and causes harm.

We have a clear strategy to deliver this. The Board of Trustees, our talented team of staff, Pioneers, associates, and partners are all focused on ending domestic abuse, for everyone, for good.

 **Isabel Boyer**
Chair, SafeLives

Survivor's poem

*Shattered picture, broken family,
splintered reflection, fractured life*

Adrift, alone, listless, lost

Floundering

Directionless

Starting over, starting again

Terrified to trust

*Let down by services, let down by
people*

Afraid to be vulnerable

In the shadow of the perpetrator

A ghost of a person

Exposed

Angry

No light at the end of the tunnel

No port to harbour

Cut off

An Alien

—

Deep breath, shaking voice

Say your name

Tell your story

Out of fear and into faith

In a future

In recovering

The fragile belief in better days to come

Of no more pain

Nights crying to sleep get less

Laughs get longer, louder, deeper

Self belief increases

Hope grows

A reminder to do some self care

That we are never alone

*That the world once cruel now feels a
little kinder*

*The space to go from caterpillar to
butterfly*

In a cocoon, a safe space

An oasis in the dessert

The relief of being able to breath out

Breath in

*Relaxation exercises, yoga and box
breathing*

*Talking about those secrets that kept
us stuck in shame*

Finally released from the crippling guilt

—

No longer hiding

The shadow diminished

Letting in the light

Strength in vulnerability

*We are enough, we are strength, we
are amazing*

Women and children growing together

*The cracks where once we were
broken now cast in gold*

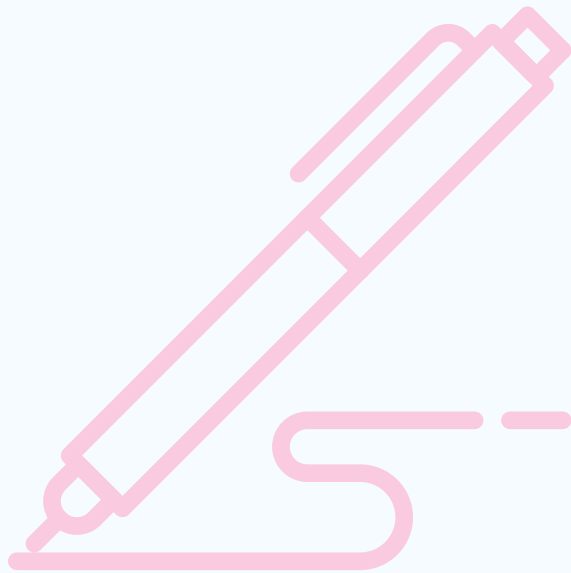
*We are all beautiful Kintsugi women
now*

*Sharing the journey so far, now with a
compass to follow to a better future*

Guided home to ourselves

The scars healed

At peace



Strategy Refresh

2021–2024

Chief Executive Introduction
Message from our Patron
Our Strategy

Responding to Covid-19
Influencing UK policy
Equity, Equality, Diversity and Inclusion

Strategic priority 1
Strategic priority 2
Strategic priority 3

Strategic priority 4
Strategic priority 5
Closing remarks from Isabel

Survivors poem
Strategy Refresh 2021–2024

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The Whole Picture

Our strategy to end domestic abuse, for good

Strategic Priorities

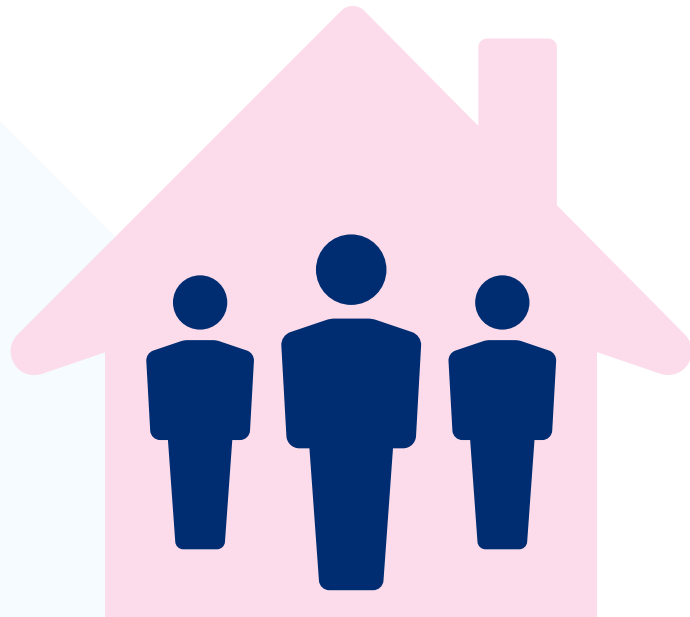
	Whole Person	Whole Family	Whole Community	Whole Society
<p>1</p> <p>Act before someone harms or is harmed</p>	<p>Seeing and responding to the whole person, not addressing a series of issues</p> <p>People are treated as just that – people, and not issues. The complexity of domestic abuse and links to other adverse experiences are understood.⁴</p>	<p>Adult victims, survivors, those who harm, individuals connected to the victim/perpetrator including extended family</p> <p>Protective factors are put in place for those at risk of abusing or being abused – people and services sufficiently understand domestic abuse and what makes it more or less likely to happen.</p>	<p>All communities of geography, identity and online spaces</p> <p>Communities⁵ of geography, identity and online spaces are equipped to identify and act on early risk factors and warning signs of abusive situations.</p>	<p>The general public and those who influence them: the media, politicians, employers, key opinion formers and commentators</p> <p>Gender stereotypes are challenged and deconstructed – particularly those of masculinity – supporting boys and men to break these norms. Societal shifts see a reduction in the motivation and opportunity for different types of power to be abused.</p>
<p>2</p> <p>Identify and stop harmful behaviours</p>	<p>Harmful behaviour is addressed by proactively identifying all motivating factors and consequences, such as other violence, abuse and criminality.</p>	<p>Individuals who abuse any family member are appropriately assessed for the risk they pose to all family members – and themselves.</p>	<p>Community members know they are more than passive bystanders – there is low tolerance and high urgency about identifying and holding to account those who abuse.</p>	
<p>3</p> <p>Increase safety for all those at risk</p>	<p>The protection offered to people means proactively checking that all risks posed have been addressed, not just the initial presenting issue.</p>	<p>The safety and wellbeing of all non-abusive family members – physical, mental and emotional – is defended from those who pose a risk to them.</p>	<p>Communities of geography, identity, online spaces and employers/businesses understand the risks posed by those who abuse and their role in protecting the safety and wellbeing of those at risk.</p>	
<p>4</p> <p>Support people to live the lives they want after harm occurs</p>	<p>People are responded to as people, not an issue or series of issues. Both crisis and longer-term responses to people who have experienced abuse are sensitive to their possible vulnerability to future adverse experiences.</p>	<p>When an immediate experience of abuse is over, all family members' safety and wellbeing – physical, mental and emotional – are (re) built. People are supported to live the lives they want, drawing strength from each other.</p>	<p>People who speak about their experience of abuse are believed. Communities and society validate their experience and support their process of creating safety, wellbeing and resilience so they can live the lives they want. The voices, strengths and needs of survivors are paramount, and survivors draw further strength from one another.</p>	

⁴Such as child abuse, child sexual abuse, child sexual exploitation, sexual violence, trauma, mental ill health, 10 substance use, or economic disadvantage

⁵Individuals might form an identifiable community; we work on the basis that within that community will also be a range of views, backgrounds and experiences.

Summary

The period since we first published *The Whole Picture*, in November 2018, has been one of significant progress in attitudes to and action on domestic abuse in the UK, though this has been very uneven both geographically and in terms of who is able to access help. The last three years have also involved major challenges. In this short update to our strategy, we address these issues.



In summary our expectations for the next three years are to:

- 1** Keep **innovating and developing evidence** around prevention and earlier intervention
- 2** Continue to build on our work to **bring in the voices and experiences of men and boys**
- 3** Continue and expand our **work with young people**
- 4** Consistently focus on **holding those who use abuse accountable** for their actions
- 5** **Apply whole family best practice** at a local and systemic level
- 6** Continue to **seek more energetic and impactful engagement** from parts of central Governments and big public sector agencies – specifically health and education
- 7** **Increase the confidence of professionals and individual citizens to act**, playing their appropriate role to end domestic abuse
- 8** Put **adult and child survivors of domestic abuse in the driving seat** of making change
- 9** **Ensure responses work for everyone**, using an equity approach where it's needed to overcome historic discrimination
- 10** **Develop a coalition** which can operate credibly and with influence in spaces occupied by men and boys

Section 1:

Introduction

Our annual impact reports indicate we have come a long way since November 2018 when we published *The Whole Picture* as our organisational strategy. Colleagues consulted for this refresh process noted in particular:

- ✓ Growing the concept and understanding of authentic voice significantly, internally and externally, everywhere we work in depth in Scotland, England and Wales
- ✓ Our agile response and support to colleagues at the frontline during the Covid pandemic, connecting/reconnecting valued colleagues and networks and securing emergency funding for the sector, and engaging directly with as many survivors as possible to hear their needs
- ✓ Creating important campaigns to support family, friends, neighbours, colleagues and employers to 'Reach In' for someone they were worried about, and driving the UK Government's Ask for ANI codeword
- ✓ Successful delivery of DA Matters; culture change for the police. Bringing victim/survivor and police together with achievable aims, recognising compassion fatigue in

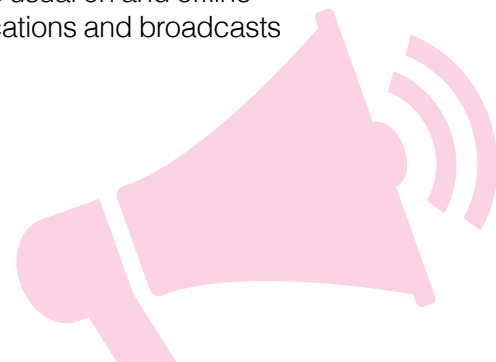
police officers and that we need to support them properly to do this work, though 2021 has shown how much change is still needed

- ✓ Building our 'Safe Young Lives' programme and work to 'Act Before Someone Harms or Is Harmed', developing both evidence and practice with regards to primary prevention of abuse
- ✓ Engaging increasingly with boys and men through our Men and Boys Voices programme, asking about their expectations, attitudes, worries and behaviours, and thinking about our role and the role of partnerships we could join or create, in bringing them into the conversation about abuse more fully and effectively
- ✓ The development and growth of work to identify and stop abusive behaviour and the individuals who perpetrate it
- ✓ Starting to develop our EEDI action plan and being transparent about the work we need to do
- ✓ Creation of the 'Incubator' function within the organisation, which is now our engine room for bringing together cross-organisational expertise in research, practice and authentic voice to explore new topics in a really open way
- ✓ Working in close collaboration with colleague organisations to secure concessions in the DA Act (England/Wales), including the designation of children as victims, the addition of post-separation abuse including where the parties no longer live together, though we weren't able to secure amendments which would make the legislation inclusive of migrant women
- ✓ Our contribution to moving on the narrative from 'Why doesn't she leave?' to 'Why doesn't he stop?' Policy development, as well as funding change, is also happening in some places, through the Welsh Government, and pioneering PCC offices in London, West Mercia and South Wales
- ✓ Providing the evidence and best practice at local level of the benefits of working with the whole family, including all adult and child victims involved, and perpetrator(s), too. Local multi-agency infrastructure (Maracs, MASHs, commissioning processes) haven't caught up with this yet, but our Practice team is committed to developing the practical tools and approaches which will help local areas to make this progression

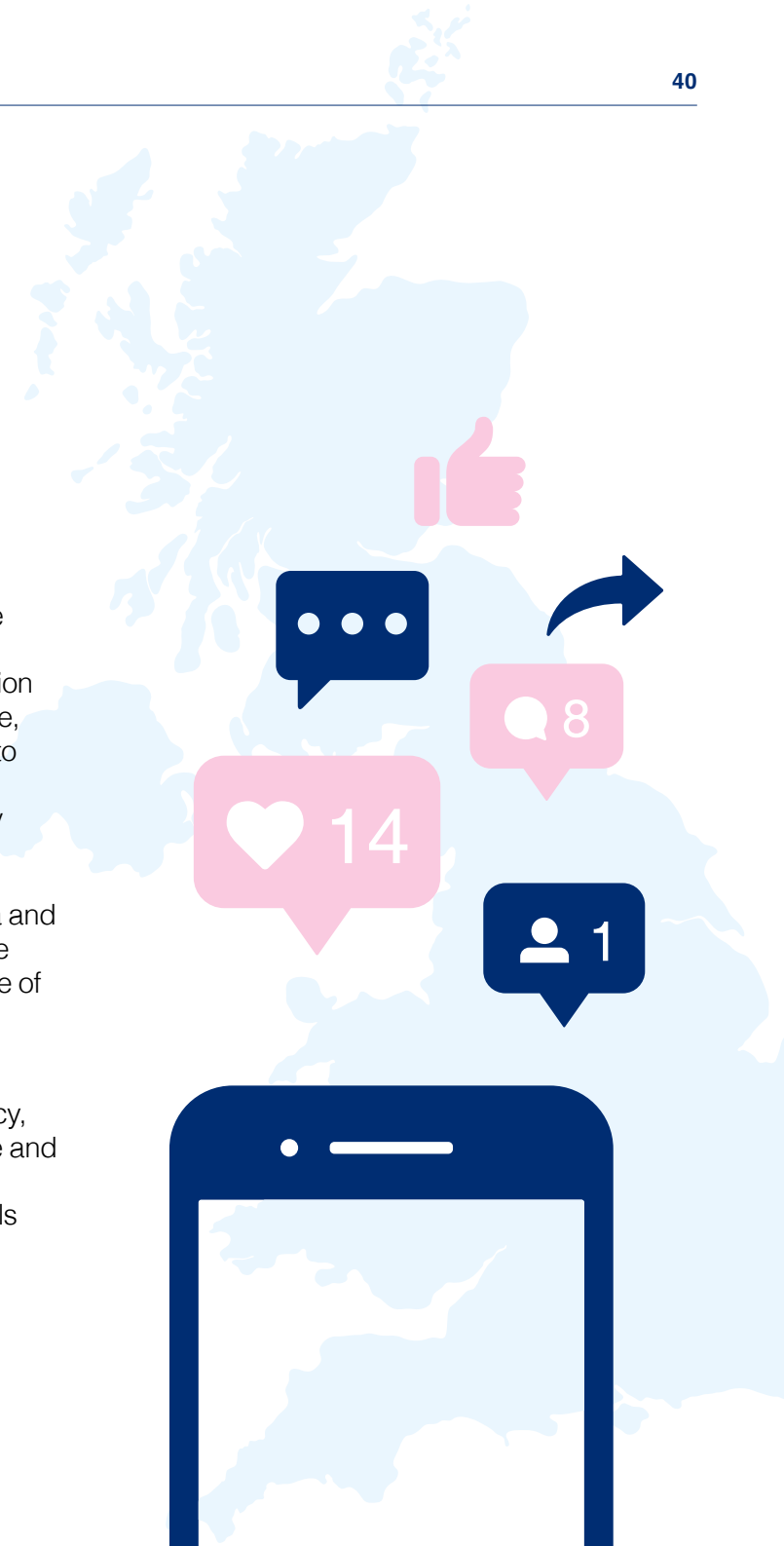
The world around us is both changed and unchanged in the last three years, and indicators show that in the UK as a whole, we've taken some steps forward on domestic abuse:

- ✓ New legislation in Scotland and for England/Wales, and rates of reporting to the police (as a percentage of experiences overall captured in the wider Crime Survey) continuing to rise, with increasing numbers of arrests and prosecutions for coercive and controlling behaviour offences, particularly in Scotland
- ✓ Domestic abuse perpetrator strategy published in Wales and upcoming from the Westminster Government
- ✓ The surge in the Black Lives Matter movement after the killing of George Floyd has prompted not only SafeLives but many organisations and individuals across the UK to reflect on whether they are doing enough in terms of active anti-racism

- ✓ Corporate interest in their workforce/ customers has risen during Covid, leading to improving and increasing policy and practice for both employees and people using banks, chemists, other frontline commercial services
- ✓ Public profile of domestic abuse has vastly increased; DA is less taboo, there is more awareness. Though there's still a long way to go, there is a better understanding of the non-physical elements. The tone and style of media reporting can be really bad, but the quantity of reporting has increased, giving the issue greater prominence including in less usual on and offline publications and broadcasts



- ✓ Many survivors (and the official inspectorate, HMICFRS) feel the police have made significant improvements in their identification and response to domestic abuse, though there is still a great deal to do; this improvement should be acting as a benchmark for many other statutory agencies
- ✓ The rise and rise of social media and other digital technologies can be both a positive and a new source of risks and concerns
- ✓ Links are being made in public reporting (though less so in policy, so far) between domestic abuse and the wider societal problems of violence against women and girls and marginalised groups



However, at the same time, efforts have stalled or been pushed back:

- ✓ Frontline services, both voluntary sector and statutory, are holding increasingly long waiting lists, greatly exaggerated in some cases by Covid. Specialist charities showed resilience and innovation during Covid but they are now reporting burnout and high staff sickness/turnover
- ✓ Most services are reporting that the severity, complexity, of abusive situations has increased

- ✓ Gender neutral commissioning, the preferencing of larger more generic organisations over smaller and more specialist, and other weaknesses in commissioning processes in England and Wales, have continued, with little adherence to the Government’s National Statement of Expectations or the VAWG sector’s ‘Common Standards’
- ✓ Fiscal tightening is expected again because of Covid
- ✓ ‘No Recourse to Public Funds’ status is still a major block to being able to get support for those with insecure immigration status
- ✓ Adults and children were trapped behind locked doors for a year, with minimal recourse to their usual coping strategies and networks
- ✓ There are risks as well as benefits/ opportunities to digital technologies and online communities. Social media algorithms incentivise people to adopt increasingly extreme and oppositional positions, and there is significant grooming and radicalisation of young men going on online linked to misogynistic views (and, in some cases, action)

- ✓ The absence of health/mental health substantive involvement in DA response remains stark and deeply concerning
- ✓ Though legislation has been created, that doesn’t automatically mean it will be implemented effectively – for example on Female Genital Mutilation the rates of identifying and prosecuting remain extremely low. Legislative change needs substantial work once enacted

Now is the right time to have taken stock and refreshed our strategic intent. What follows maps closely to our original aspirations as set out in November 2018. It also takes on board our learning since that point, and how the world around us has changed, too, with new opportunities and risks emerging.

We want to continue to increase the emphasis we put on taking action before harm happens and intervening to identify and stop harmful behaviour. Doing this – continuing to push further upstream of the problem – will either require further growth (the organisation had a headcount of 74 staff members in 2018 when the strategy launched, and we are now at 93 at the time of writing) or require us to use different models of

delivery for longer-established parts of our work. We believe there is value in staying agile as an organisation, which can be harder as a charity gets bigger. We will therefore be considering the different methods through which we can achieve our goals. Annual operating plans for 2022/23 and onwards will reflect consideration of how our early work can best be sustained in a quality assured way, and how our newest work can be replicated and scaled as we continue to develop cutting edge research, and then the testing and iterating of new policy and practice.

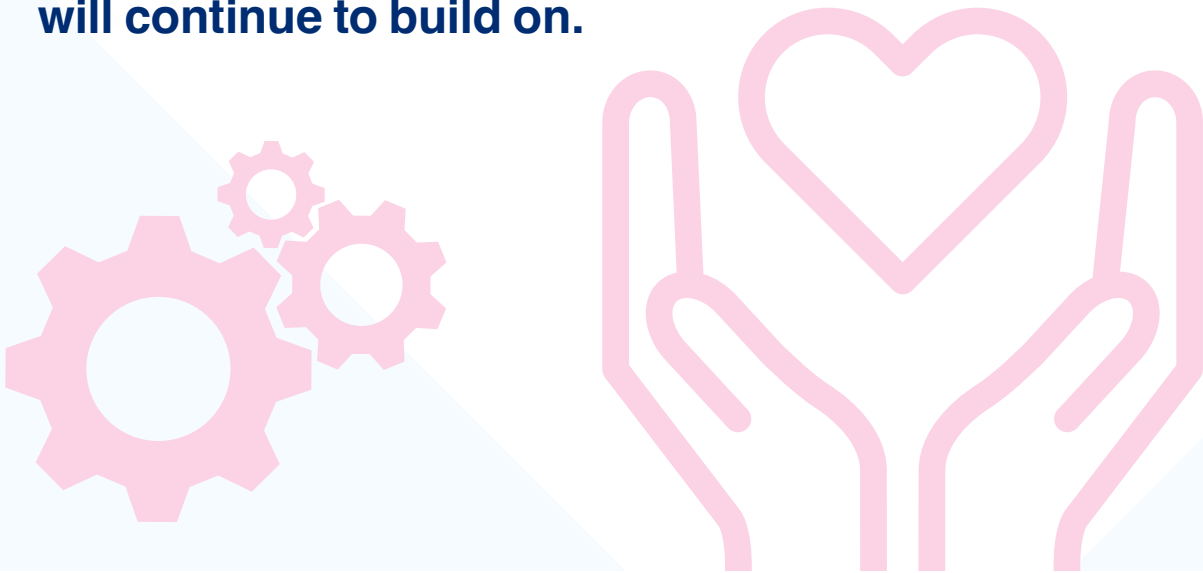
The weighting of different parts of our work over the next few years is likely to look different in the four nations, and we want to be intentional in setting plans that properly reflect national context and our different role in Scotland, Wales, England, Northern Ireland, and any other jurisdiction where we are invited to operate.



Section 2:

Frontline Capabilities

The need for capabilities in frontline agencies (of all types – whether commercial, voluntary or public sector) remain broadly as published in our November 2018 document. We are not a membership organisation but value close relationships with frontline organisations of many types; something which we will continue to build on.



Our particular areas of focus in supporting the best frontline capabilities, in the coming three years, will be:

- ✓ Refreshing aspects of the risk-led model which have been largely static since we developed them with partners over a decade ago. This work will improve inclusivity aspects of the risk led model, and will have significant communications effort attached to it so colleagues understand any proposals for change we bring forward
- ✓ Our data/evidence/research and analysis will always be linked to practical recommendations, and we are investing in our team's ability to make the financial case as well as the human one. This will enable us to develop further, rigorous 'cost avoidance' and 'cost benefit' material which helps make the case for investment. We will also revisit our valued *SpotLights* series – deep dives on 'hidden' groups – reviewing what we have said previously and building on it
- ✓ Training; continuing with our core offer to specialists in the domestic abuse sector, and also helping to upskill agencies involved in DA response beyond the specialist DA sector – including health and social care, Local Authorities, parts of the criminal (and civil) justice system beyond the police, children's social care, and influencing those who set the frameworks for their workforce development
- ✓ There are also opportunities to increasingly engage with groups connected to communities of geography or identity, such as those that are faith-related, or agriculture charities in rural communities. They might be the first point of disclosure – and this could be an effective route to help, with the right support to those organisations
- ✓ Supporting frontline practitioner wellbeing and campaigning relentlessly for sufficient and sustainable frontline resources
- ✓ Supporting frontline organisations with EEDI and AV
- ✓ Increasing the links between responses to different types of violence, exploitation, abuse and family adversity

- ✔ Supporting all facets of inter-agency multi-agency working
- ✔ Upskilling ourselves, survivors and practitioners in tech v abuse / digital tools
- ✔ Creating a world in which all practitioners feel more confident and equipped to talk to boys and men about abuse, and to engage with those who are using abusive behaviours
- ✔ Keep building public awareness of domestic abuse, keeping up momentum on Reach In, Your Best Friend, and the role of civil society and private citizens as first responders, changing the public conversation by equipping people with evidence and ideas for change

We will develop service commissioning specifications, impact/outcome measurement proposals and accompanying materials for a ‘whole family’ service, so commissioners of services, statutory agencies and specialist practitioners have a clear guide about the size and nature of provision suitable for their local populations, and what ‘good’ looks like. These materials will recognise the varying needs of different individuals and groups within communities,

relating to protected characteristics, geography and other factors

One example of how we perceive frontline capabilities could change and improve: There are real opportunities as Clinical Commissioning Groups reorganise into Integrated Care Services in England/Wales and the shift to the Trauma-informed framework in Scotland. Placing DA at the heart of health inequalities will change how services are working together and how local systems of LA, health and communities work together. This will include commissioning based on local voice/need/population health commissioning. The NHS could – at a systemic level not just in pockets of good practice – finally embrace the culture change that has started in the criminal justice system with regards to domestic abuse and linked issues. The new roles that are being commissioned into communities as part of this approach, from social prescribing to health coaches and community roles that will be working with DA victims, survivors and perpetrators, offer significant opportunities. Strategic, systemic change in the approach to linking health and DA would also engender simple practical improvement in e.g. health attendance / participation in Maracs

Section 3: Funding

We will publish separate papers on sustainable funding for specialist domestic abuse response as a contribution to the Comprehensive Spending Review 2022/2025.

Those papers discuss clear evidence of significant costs to the state which could be avoided if there was an appropriate level of investment. Please note that at this point, we have only been able to generate calculations applicable to Wales and England, but we will continue to seek to influence public spending decisions in Scotland, too.



Section 4: The Role for SafeLives

Strategy Priority 1: To ‘Act before someone harms or is harmed’. From 2021 – 2024 we aim to:



- ✓ (Also SP4) Create momentum around children now being designated in law (in England and Wales) as victims of domestic abuse in their own right, and the implications this has for policy, practice and provision of services
- ✓ Continue to deliver the Safe Young Lives programme – with room to pursue what young people themselves say they need, increasing our social media presence and content to reach wider audiences and engage people, and driving policy change
- ✓ Consider the specific situation and needs of some children and young people – to include those in or leaving local authority care, children with Special Educational Needs and neurodiversity

- ✓ Start or continue relevant work under discussion with prospective sponsors/partners who run or fund youth engagement programmes
- ✓ Keep growing our understanding of what works to prevent abuse by building on phases 1-3 of Men & Boys Voices; recognising the renewed call for men to be involved in preventing violence against women and girls as well as the counter-movement (particularly online) to radicalise boys and young men into toxic attitudes and behaviours (see also SP2 – scope for a call to action for UK Govt men and boys strategy and possible income-generating partnerships)
- ✓ Continue to strengthen our evidence base with regards to ways in which the early onset of violence through abuse and neglect can lead to serious violence in other forms – if the right interventions and support aren't available
- ✓ Consider opportunities and partnerships that enable earlier and more holistic prevention; including within educational settings (primary / secondary mainstream, private education and Pupil



Referral Units), informal settings from youth centres to online spaces, and mental health settings, linking to other experiences and behaviours relevant to young people, and their coping strategies when faced with adversity

- ✓ Consider other opportunities for prevention work beyond the young people focus – moments of transition in people's lives that can create vulnerability but also be opportunities to act to stop harm before it occurs (pregnancy, retirement, illness, bereavement, increasing age, the move to more rural living)

Strategic Priority 2: To ‘Identify and stop harmful behaviour’ we aim to:

- ✓ Continue to work with relevant partners to scale up and rollout models of perpetrator work for which we now have a sound evidence base, in England and Wales and also in Scotland, increasing understanding and building confidence
- ✓ Use the increased evidence base from Drive, Engage, perpetrator Insights and evidence from academics and colleague charities to inform funding decisions and best practice across the UK – provide information and practice support to ensure local areas have the most comprehensive response possible to whole families and individual perpetrators of abuse
- ✓ Support police forces, the newly re-formed National Probation Service, and courts to take the next steps needed for culture change, including effectively policing

offences included in the (UK Govt) DA Act 2021 and robust offender management after or alongside prosecution

- ✓ Deliver training for family justice professionals in order to avoid collusion with abusive individuals
- ✓ Ensure there is support and funding to develop work focussed on young people who harm; including building the evidence base (and financial analysis) to stop harmful behaviour; to work with partners to pilot responses for young people who harm; and create awareness raising campaigns targeted at young people
- ✓ Better understand what bystanders to harmful behaviour and friends of those using harm think and feel, and whether/how they could be helped to safely take action
- ✓ Start or continue relevant work under discussion with prospective sponsors/partners who run/fund youth engagement programmes (eg Drive-MOPAC early intervention pilot for housing) or subject of Incubator development (links between youth violence and harmful relationship behaviour)

Strategic Priority 3: To ‘Increase the safety of all those at risk’ we aim to:

- ✓ Learn from our work to date on responding holistically to families and the risks they face, continuing to encourage and facilitate systemic change across multiagency work at the local level which will deliver, operationally, a whole picture approach
- ✓ Support frontline services and influencing policy across all four UK nations with expert data and practice to effectively deliver the risk led approach through Dash/Idva-Idaa/Marac across the UK, including through research sprints, thematic practice deep dives, and building on findings from the review of the risk led model (*see also Frontline Capabilities*)
- ✓ Continue to apply, replicate and scale, across the UK (as applicable in each of the four nations), our evidence from the Beacon sites of what works to increase people's

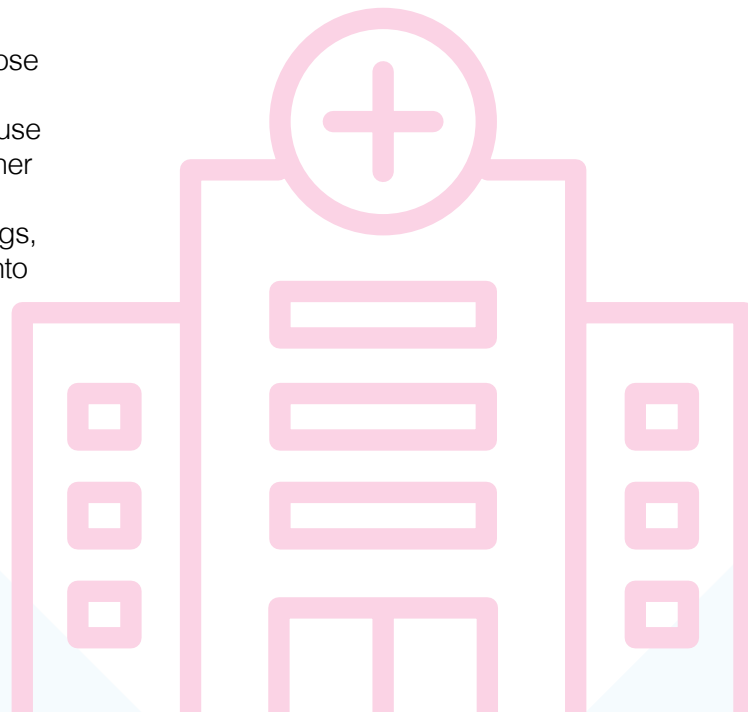
safety. This includes developing the right partnerships, funders and practice to test and adjust these interventions further for groups who were under-represented in our original pilot sites in terms of race, age, sexuality, disability, geographical context

- ✓ Ensure our training offer fits our aspirations for responses that apply to a whole family living with domestic abuse, with practitioners increasingly confident that they understand how different needs and responses fit together to create sustainable safety and improved wellbeing



- ✔ Ensure interventions and responses are developed and designed to meet the needs of *everyone*, taking an intersectional approach, and further developing our quality assurance processes and accreditation models to support this
- ✔ Some sectors, such as health, continue to lag behind in terms of their strategic, systemic identification of and response to abuse, though they have significant opportunities to identify and stop harm at an early stage. The health sector is a crucial example of this. Despite many energetic and passionate individual professionals, the system as a whole is not yet responsive to its responsibilities with regards to domestic abuse. We will act in close collaboration with our colleague organisations in the domestic abuse sector to try to change this, whether through the embedding of more specialist workers in health settings, or getting domestic abuse built into strategic planning and funding

- ✔ Linked to the point above – given people’s greater willingness to disclose abuse in health settings – we will keep working to identify and break down the barriers which currently stop some victim/survivors from being able to speak out, whether because of discriminatory practice, concerns about language or immigration status, fears about disclosing sexuality, the risk of isolation or confidentiality concerns for older or more geographically isolated individuals, lack of access to online technologies, or any other reason



Strategic Priority 4: To ‘Support people to live the lives they want after harm happens’ we aim to:

- ✔ Review and respond to the barriers and enablers for survivors in a wide range of communities and situations to live the life they want after harm happens, including the value of guided self-help and peer-led approaches
- ✔ Upskill agencies to understand how people may present after they’ve experienced abuse – so that a lack of understanding doesn’t impact on survivors being able to live the lives they want. Understanding will include the ability to recognise and respond to trauma, and the tailoring of responses, including mental health responses, so those in distress aren’t unnecessarily pathologised, those with protected characteristics are offered support that suits their particular requirements, and social prescribing is explored for the potential benefits it could bring
- ✔ Continue to apply, replicate and scale, across the UK (as applicable in each of the four nations), our evidence from the Beacon sites of what works to help people live the lives they want after abuse has happened. This includes developing the right partnerships and practice to test and adjust recovery and step-down interventions further for groups who were under-represented in our original pilot sites in terms of race, age, sexuality, disability, geographical context
- ✔ Deliver Years 2 and 3 of the NatWest Circle Fund, and gain a greater understanding of what impact it can have, sharing the learnings for wider change
- ✔ Continue to empower survivors to drive change, scale-up authentic voice approach everywhere, extending their role in co-creation, and learning lessons from all our work across the UK, including our Pioneers and our AV Panel in Scotland, supporting organisations/structures to embed their own AV systems
- ✔ Further develop our work on driving change in the family court, delivering our training for legal professionals and sharing the learning from our consultations

- ✔ Increase attention to voice of the child where they have experienced harm in the home. Build our children and young people’s authentic voice, in relation to Family Court / Justice, reflecting on the experiences and needs created or exaggerated by Covid, and recovery service provision. (See also SP1)
- ✔ Explore the need and potential for a ‘bridging course’: development of a training offer and/or further online materials to support communities and co-workers, survivors and others who aren’t working in a professional DA capacity but would like to learn about DA and response

- ✔ We will ensure that SP4; life after harm, is being applied appropriately to those who use abuse/have used abuse, as well as to adult and child victim/survivors
- ✔ Ensure that for adult survivors, responses are inclusive of those who are less visible – for example those adults who were child survivors of abuse, survivors of child to parent abuse, and those survivors who might be deemed ‘able to cope’ by reason of their financial or professional position



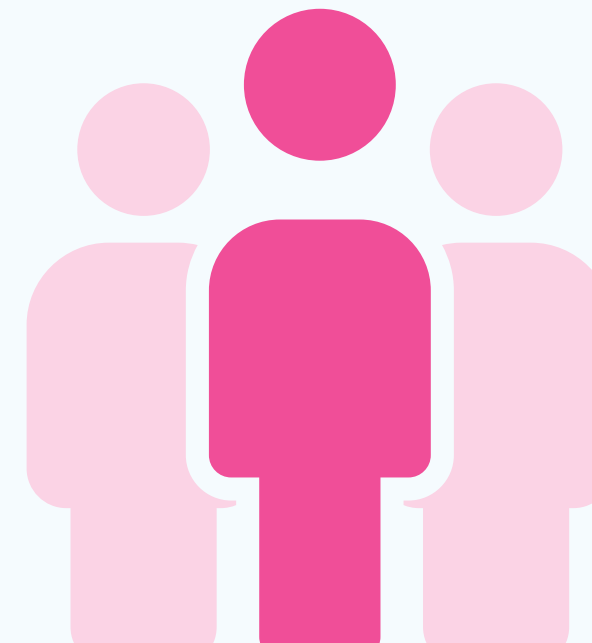
Strategic Priority 5: To ‘Remain an effective and sustainable organisation’ we aim to:

Operating model and organisational development – we will:

- ✔ Keep developing the ‘how’ of delivering our strategy, for example continuing to increase adoption of digital tech for good, tech v abuse approaches, and forging links with individuals and organisations who are credible and effective in (physical and online) spaces populated by boys and men
- ✔ Agree and deliver on goals for how we grow our authentic voice over the next three years – our Pioneer group, associate experts by experience, children and young people
- ✔ Develop appropriate plans to support individuals or groups of survivors who want to make change in their own local area. This fits with the broader context of ‘Reach In’ – through which so many more private

citizens can be confident and motivated to play a role as first responders to abuse

- ✔ Continue to drive effective communications across and beyond SafeLives to make the case that everyone has a role to play in ending domestic abuse



EEDI – we will:

- ✔ Continue to prioritise the development of active anti-racism in our organisation, as a part of our wider EEDI commitments, and apply this to our team (by which we mean staff, Trustees, associates and Pioneers), our partnerships, our delivery and our communications. This will involve both practical and cultural change, from our recruitment to our training materials, our restorative conversations when we encounter problems, to investment in all staff through the development and support they need to thrive in the organisation and fulfil our values and commitments

- ✔ Act on the findings from scoping work in spring/summer 2021 which examines how we can be the best ally to the smallest, most specialist domestic abuse and wider VAWG/ safeguarding organisations
- ✔ Continue to review the outcomes from the annual EEDI action plan and develop based on results and publish annually

Staff engagement, support, learning and development – we will:

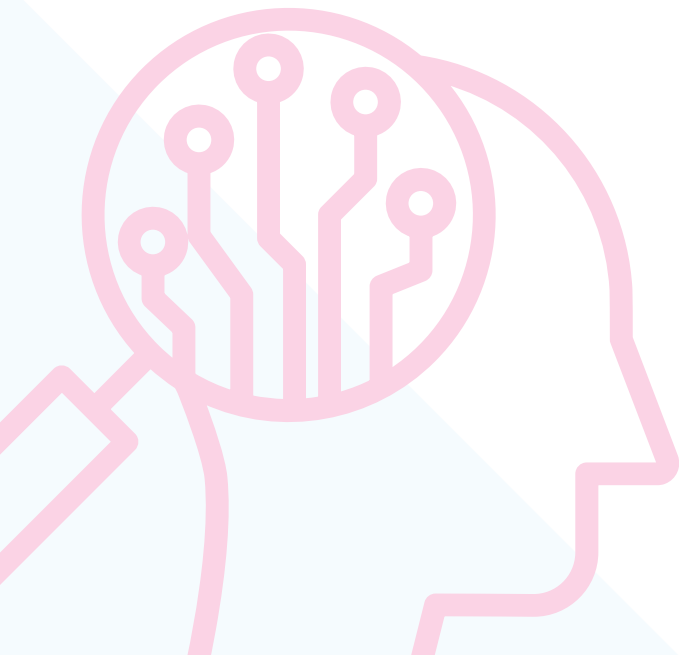
- ✔ Continue to invest in our core capabilities as an organisation, for example retaining our specialism in quantitative data, building up our expertise in national perpetrator data and financial evidence, making sure newly arriving team members have strong induction in the foundations of the organisation’s work, to improve institutional memory
- ✔ Make sure staff are offered a variety of learning opportunities, including ‘hands on’ learning through visits or secondments (back) to the frontline so staff are close to frontline practice and challenges in domestic abuse response (including for perpetrators of abuse), safeguarding and mental health sectors

- ✔ Continue to monitor staff engagement and satisfaction with annual staff survey and other measures, and act on the findings. Ensure staff are well equipped with learning opportunities to flourish in their role, and continue to develop and extend our pool of associates. Continue to support staff wellbeing including through clinical supervision

Infrastructure – we will:

- ✔ Implement income generation plans which look laterally at the opportunities for funding and ‘in kind’ benefits that would usually be unaffordable for us, or which can help us extend our reach
- ✔ Develop our digital platforms and services, including embedding our new website, reaching new audiences, seeing an increase in return visitors, and improvements in user journeys

- ✔ Build on learning from the Covid pandemic in terms of our better use of digital technology to do our work, develop our training offer, and support the same evolution in ways of working in our colleague organisations
- ✔ Encourage staff to take part in cross sector learning, so to the greatest extent possible as charities we ‘solve the problem once’ then learn from each other



SafeLives

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Scottish charity reference number: SCO48291

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