



# SafeLives Operating Plan 2018-19 Overview

# Planning overview October 2018

2018/19 acts as a foundation year for SafeLives, as we move into implementation of our new strategy.

The work planned for the year 2018-19 reflects all our work since 2004, the priorities identified in the 2015-18 strategic plan, and themes identified for our new strategy. All our planned work for 2018-19 will fit within the new framework we have developed, and offers an effective platform on which to build the new areas we expect to work in.

Due to the number of existing projects and activities which are multi-year and extend through 2018-19, the major resource intensive priorities in this year's plan are relatively unchanged from 2017-18. A key activity for the coming year is to initiate those activities which will develop into the major priorities of SafeLives' work from 2019 onwards.

Find out more about [The Whole Picture: our strategy to end domestic abuse, for good.](#)

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# Planned Objectives and Outcomes July 2018 - June 2019

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# Beacon Sites

## 1. West Sussex Connect, Norwich Connect & our partnership with Women's Aid

West Sussex and Norwich Connect pilot services will embed and begin delivery

- Service delivery partners in each site begin taking referrals
- Independent evaluation by University of Central Lancashire underway
- In-house 'whole-site' evaluation underway, led by our Research, Evaluation and Analysis (REA) team
- Ongoing engagement, support and quality assurance for the service delivery partners, delivered by the Practice team, REA, Communications and Project Management Office (PMO)

Women's Aid partnership

- Ongoing work with Women's Aid colleagues at strategic and partnership level, led by the Director of Quality and Innovation, and supported by the PMO and REA teams
- Ongoing joint development of the Roadmap to System Change, delivered by the Practice, REA and PMO teams

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# Beacon Sites

## 2. One Front Door: Step 1 - bringing together child safeguarding and domestic abuse

### Step 1 delivery

- Completion of work in St Helens, North Tyneside, North Somerset
- Delivery of work in Norfolk and West Sussex
- On-site work delivered by our Knowledge Hub team and supported by REA and the PMO
- Final evaluation outputs delivered by REA

### Replication and future delivery

- Take opportunities to share lessons learned from delivery to date
- Develop model for further steps to a complete One Front Door, in line with our new strategy
- Identify method and partners for future delivery; further steps to One Front Door in existing sites, first step towards it in new sites

# Drive: challenging perpetrators to change

## Drive Pilot

- Final year of service delivery in pilot form including in West Sussex Beacon site
- Ongoing independent evaluation by the University of Bristol
- Ongoing engagement, support and quality assurance for service delivery partners

## Drive Replication – test replication and scale up of Drive in 5 new areas through Police Transformation Fund (PTF) Funding

- Partnership working with MOPAC (Mayor's Office for Policing and Crime), as holder of the PTF funding
- Assist PCCs to recruit and embed new Drive Service Delivery Partners in Croydon, Birmingham & Sandwell and Worcestershire
- Assist South Wales PCC to expand pilot site to include PTF funded work in Cardiff
- Assist with MOPAC led evaluation of Drive replication
- Ongoing development of Drive model and practice delivery interventions
- Ongoing support, quality assurance and sharing best practice across Drive service providers, and other PTF funded perpetrator interventions

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# Drive: challenging perpetrators to change (continued)

## Drive Partnership

- Ongoing partnership with Social Finance and Respect
- Continued replication of Drive into new geographic areas providing support to emerging sites
- Development of long-term strategy, agreeing future direction and plans

# The UK Govt Domestic Violence and Abuse Bill: legislative and non-legislative package

Departmental, parliamentary and media engagement with legislative proposals, per our formal May 2018 response and development work completed since.

- Engagement with officials and Ministers in lead Departments
- Briefing materials which bring forward the voices of survivors and specialist practitioners; from Every Story Matters and our wider evidence base
- Relationships with partners which help the sector to lobby in a coordinated and effective way
- Support Respect as secretariat to the new APPG on perpetrators
- Response to key opportunities such as RSE consultation, refresh of VAWG strategy

Engagement and communications to align with our new strategic priorities.

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# Health Pathfinder: improving the health response to domestic abuse

- Supporting Standing Together in their role as lead partner
- Mapping and partnership response to support whole system health response. Initial sites in Devon, Blackpool and Haringey already live; new sites selection process complete and further sites to set up
- Independent evaluation to begin

# Shared Lives: partnership exploring additional safe, community-based housing options

- SafeLives is upskilling Shared Lives carers to create a safe and suitable home for DVA survivors
- Develop and deliver service user focus groups, training and workshops

# Psychological Violence study

- Develop final report, publish and present to relevant parties, highlighting in detail the experiences of those whose abuse was non-violent
- Present recommendations for further research in this area

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# Authentic Voice: a vital, integrated part of all our projects, all our work

- Continue to evolve and develop our ways of working across the organisation, upholding our commitment to do things differently
- Dedicated coordinator post, diversification and expansion of the Pioneers group and wraparound support
- New Pioneers to grow the group in terms of characteristics, culture, demographics, type of abuse and their place in the family
- Outcomes identified in Every Story Matters to be reflected in this and all our work
- Clear voice for children and young people, as well as adults
- Digital approach further developed
- Continue the conversation '*What about the men?*' started on International Women's Day 2018

# Training in England, Wales & Northern Ireland

## Qualification training for the frontline professional

- Scheduled courses include; Independent domestic violence advisor (Idva), outreach, young people, sexual violence, our first training on older victims, and tech v abuse
- Running bespoke courses as requested

## Service manager training

- Raising confidence and standards at leadership level

## DA Matters – changing culture

- Deliver and evaluate change achieved in police forces in England, Wales and NI as requested

## Projects

- Deliver training for West Sussex and Norwich Connect and Drive services, confirm One Front Door training availability

# Our programme in Scotland

Integrate new and existing activities into a single team, with a designated lead Scottish Advisory Group meeting 2-3 times during the year.

## Getting it Right First Time project

- Complete definition work and planning, and begin delivery in four dedicated Local Authority sites, with national coordination

## DA Matters for Police Scotland

- Plan, develop and begin delivery of culture change programme in readiness for the new legislation - 14,000 police officers and staff – in conjunction with multiple expert partners

## Wider development work

- Deliver Independent domestic abuse advocate (Idaa) training in conjunction with ASSIST and Scottish Women's Aid
- Ensure the SafeLives Community, our website, and our overall communications work takes account of the Scottish context
- Develop the Idaa-Marac response on a par with England and Wales, and engage with a range of key partners about plans for the medium-long term

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# Research, Evaluation and Analysis: from products to flexible expert resource

Continued evolution of the team's role. Increasing ability to act on ad hoc requests and opportunities, as well as fixed commitments.

In parallel, continuing to curate and bring expert insight to our major datasets, which remain absolutely vital to our innovation in practice, and our influencing work:

- Capturing the experiences of adults (victim/survivor/perpetrator), children and young people through Insights (our outcomes measurement tool) - now a more flexible, comprehensive and affordable service
- Acting as the national lead for Marac data, gathering, cleansing and analysing the submissions of nearly 300 Maracs around the UK
- Supporting the qualitative assessment of new evidence such as Every Story Matters and Psychological Violence
- Running our annual Practitioner Survey
- Making the financial case, as well as the human case, for change

# Knowledge Hub: the local face of our practical expertise and quality assurance

- Continuing to support local Marac development through i) thematic scrutiny panels, ii) auditing and reviewing Maracs to ensure high quality standards and iii) supporting Marac representatives
- Disseminating SafeLives learning and evidence through i) development of the SafeLives Community as a useful, informative, supportive online space for practitioners from all over the UK, ii) speaking at events and conferences, iii) developing resources, tools and guidance for local areas to use and iv) developing our Spotlights series to shine a light on areas of unmet need and develop new partnerships
- Maintaining a national intelligence picture of local areas across the UK to inform all areas of SafeLives' work by identifying needs, gaps and trends nationally
- Taking on and continuing to develop Leading Lights, our benchmark of quality for frontline specialist services.

# Our crucial support functions

Enhance the ability of SafeLives to act as a best in class employer, including recruitment and retention of high quality staff

- Implement full set of revised and updated HR policies with staff
- Further develop staff and Pioneer support and self-care options
- Ensure learning and development opportunities are meaningful and evenly available across the organisation
- Pilot new pay progression arrangements, review and if successful implement organisation-wide

Improve our efficiency and contain our cost base

- Provide consistently timely, high quality management information
- Investigate benefits of consolidating our use of multiple different IT systems and applications, from our finance system to our CRM, ensuring we are achieving value for money
- Agree acceptable new terms of lease for our office space for 2019-20 and beyond

Further develop income streams and partnership working capability to reflect expected nature of the new strategy.

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## And the Senior Leadership Team...

- Oversee final stages development of the organisation's new strategy
- Build relationships with key audiences with whom the new strategy needs to be developed, to firm up future plans
- Develop Beacon site synergy, so sites are achieving the full potential offered by the delivery of multiple projects
- Complete appointment process for permanent team of Directors
- Support the Chair of Trustees and the Board with the on-boarding process for Trustees appointed in June 2018, and initiating a suitable recruitment process in mid 2019 for further appointments
- Develop the messages, capabilities and partnerships the organisation needs to excite staff, supporters and wider stakeholders about our new strategy
- Retain an effective view of all our delivery, with a mind to high quality social impact and sensible financial management
- Reduce the 'them and us' of domestic abuse, modelling our values and motivating our team to be human, rigorous and brave in all we do.