# **1.0 Background and purpose**

# **1.1 Purpose**

The purpose of this document is to support the organisation using the #AreTheySafe resource pack to reach the right audience with the campaign and ultimately, to change behaviours towards the issue identified.

# **1.2 #AreTheySafe campaign**

In 2020, NAVCA (National Association for Voluntary and Community Action) was commissioned by the National Lottery Community Foundation to create a national campaign to tackle the issue of underreporting of safeguarding concerns, specifically amongst staff, volunteers and trustees in the voluntary sector.

NAVCA formed a partnership with Community Action Suffolk (CAS) and Basingstoke Voluntary Action (BVA) to tackle the issue. The partners were selected as CAS have a well respected safeguarding team and training expertise and BVA has experience of producing high quality, visual resources which appeal to the voluntary sector.

This partnership used the following plan to develop and share the #AreTheySafe campaign.

**1.2 The issue of underreporting**

The issue of underreporting of safeguarding concerns was identified because historically people have seen or heard signs of abuse or neglect but failed to report them.

A YouGov poll (2013) states the reasons child abuse or neglect is underreported is the fear of:

* Falsely accusing someone of abuse (59%)
* The consequences on the victim (39%)
* Splitting up a family (17%)
* What would happen to the accused (17%)
* What happens next (15%)

This trend is also apparent in adult abuse. Women’s Aid (The Guardian, 2018) reported that “only 28% of women using community-based services reported domestic abuse.”

However, when abuse is discovered, it is often people in close proximity to the victim that say they believed something was wrong but did not act.

It is also important to understand there are three main areas of safeguarding:

* Physical abuse – ie sexual abuse, violence
* Emotional abuse – ie coercive control, gaslighting
* Neglect – ie not being cared for

By removing the stigma of reporting and creating a greater understanding of safeguarding, we can change the behaviours of people witnessing potential abuse and neglect, and empower people to speak up and help people in abusive or neglectful situations receive the support they need.

**2.0 Situational analysis**

**2.1 Analysing the external environment**

A PEST analysis assesses external environmental factors that influence an organisation. This analysis also includes ‘competition’ as a factor.

This analysis assesses the external environment linked to the issue of underreporting of safeguarding concerns and identifies the threats and opportunities

|  |  |  |
| --- | --- | --- |
| **External environmental factor** | **Analysis** | **Threat or opportunity** |
| Political | The All Party Parliamentary Group on Domestic Violence and Abuse this year is focusing on securing ‘transformative change’ in the way society views domestic abuse and violence (Women’s Aid, 2021). | **Opportunity** – as this may put people on a higher alert to instances of abuse and neglect. |
| Economical | In 2020, £18m of Government funding was allocated to tackling the rise in domestic abuse (GOV.UK, 2020) which occurred during the Covid-19 lockdowns. | **Opportunity** – as this increase in public awareness may heighten alertness to incidents of domestic abuse and potentially increase reporting. |
| Social | As the UK has been in Covid-19 lockdown, social interactions have been limited to online or within social ‘bubbles’. Therefore the usual interactions at work or within communities have been lessened. | **Threat** – as the opportunities to identify instances of abuse will have been reduced. |
| Technological | People are now able to report certain types of crimes (including concerns of abuse) online and anonymously (NSPCC, 2021). | **Opportunity** – as this may remove a barrier for people fearing the personal consequences of reporting concerns |
| Competition | Many local authorities have local safeguarding partnerships providing advice and training. It may be felt that NAVCA– with its national perspective – is aiming to supersede any local initiatives. | **Threat** – as this may cause a reluctance at local level to collaborate with the national partnership. |

Table 1: PEST analysis

**2.1 SWOT analysis**

A SWOT analysis looks at the micro environmental factors – those within the organisation/partnership – and assesses the strengths, weaknesses, opportunities and threats.

Please use this space to conduct a SWOT analysis of your organisation in relation to this campaign.

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| **Opportunities** | **Threats** |

Table 2. SWOT analysis

# **3.0 Stakeholder analysis**

Mendelow’s matrix (fig. 1) categorises stakeholders to identify their level of value and decide where to prioritise resource to engage with them.

**Interest**

**Low**

**High**

**Power**

**Low**

**High**

Figure 1 Mendelow's matrix

Stakeholders are placed into four categories depending on their power (horizontal) and interest (vertical). Stakeholders for the social marketing problem identified in (1.3) are categorised in table 3.

Some stakeholders have been entered and analysed already. Please feel free to add/remove other stakeholders and analysis linked to your organisation.

|  |  |  |
| --- | --- | --- |
| **Category** | **Stakeholder** | **Analysis** |
| A – Minimal effort | General public | As this is a targeted campaign, the broader message may be lost to on the wider public |
| B – Keep informed | Other safeguarding initiatives  MPs  Media  Policy makers  Local Government | Important to attempt collaboration to pool knowledge and resources, and engage local relationships  Ability to amplify messages but focus could be on other issues  Ability to amplify messages but would need a news angle to pique interest  Power to make change happen  but focus could be on other issues  Interest may be increased following a local, public incident of safeguarding |
| C – Keep satisfied | Victims of abuse | Power level is low. However improving reporting could impact their lives |
| D – Key players | Staff, volunteers and trustees of local VCS organisations  Staff and trustees of organisation running campaign  Funder | End users of the resources, could choose not to use them  Staff are needed to promote the campaign  Is this being funded for you? If so if the funding stops will the campaign work stop? |

Table 3. Stakeholder analysis

# **4.0 Market segmentation and targeting**

**4.1 Target market**

The target market is staff, trustees and volunteers at local VCS organisations [consider this within your organisation. Are you being more targeted?].

Three common segmentation criteria are:

* Personal characteristics – who are they? Are they influenced by local, social influences?
* Past behaviour - have they engaged before?
* Benefits sought – what do people want in order to change?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Segmentation criteria** | **Explanation** | | | |
| Personal characteristics | For this category the target market has been split into staff, trustees and volunteers. However some staff will also volunteer so may fall into two criteria.  [complete the sections to represent your target market] | | | |
| **Criteria** | **Staff** | **Trustees** | **Volunteers** |
| **Ethnicity** |  |  |  |
| **Gender** |  |  |  |
| **Class** |  |  |  |
| **Age range** |  |  |  |

|  |  |
| --- | --- |
| Past behaviour | Staff, volunteers and trustees:  May have witnessed abuse previously without realising or felt helpless/unsure how to act.  Lived experience - may have been victims of abuse or related to/friends with abusers/abused and may be more alert to certain behaviours.  Often live and work in the local communities so have good local connections, are more likely to engage with vulnerable parts of the community. |
| Benefits sought | People work in the voluntary sector want to do good and help others. They would want to help someone who was in an abusive situation. |

Table 4. Target market segmentation

As ‘staff’ is quite broad, fig 2, is an example of how to segment the audience further across their willingness to act (horizontal) and ability to act (vertical). [Recommendation – to create your own segmentation graph to represent your target market]

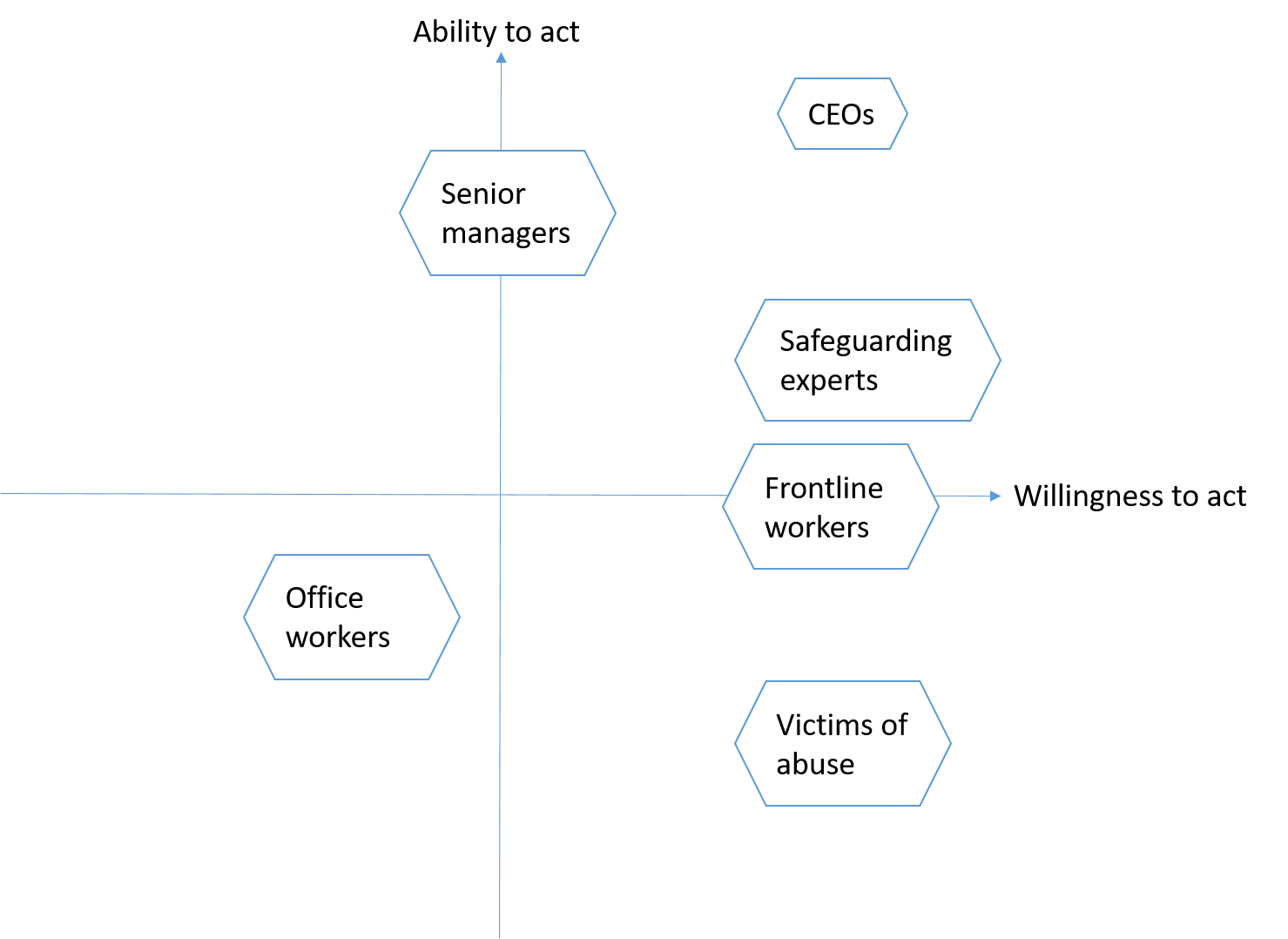


Figure 2 Segmentation of voluntary sector staff

**4.2 Upstream stakeholders**

Other audiences to be targeted include local councillors, local MPs and local decision makers. These individuals have the power to embed meaningful change by making a stance against all forms of abuse. These stances make the issue more publicly known (and thus potentially increasing reports) and to make them socially unacceptable.

‘Upskirting’ (the act of taking an unsolicited photograph up someone’s skirt) was socially accepted amongst parts of the British culture until it was criminalised in 2019 (Ministry of Justice, 2019).

These stakeholders are categorised as ‘upstream’ as they can affect the issue before the point of impact - ie by changing the law to make upskirting illegal, it prevented people from becoming victims in the future.

[Consider who are your upstream stakeholders]

# **5.0 Marketing objectives**

The primary objective is to equip staff, volunteers and trustees in the local voluntary sector with the knowledge and understanding of the importance of reporting all safeguarding concerns.

This will be achieved by creating and sharing marketing materials over a [insert a time period for activity] period that will:

* Raise awareness of the potential impact on the victim if concerns are unreported
* Show the different people who could be at risk and thereby challenging any stereotypes or preconceptions
* Provide information on what to do if they have safeguarding concerns

These resources can also be shared with local councillors, local MPs and local decision makers to raise awareness of the need to change the emphasis of reporting to protection of the victim and not the accused.

# **6.0 Marketing mix/relationship marketing plans**

There are three elements being offered – marketing materials, awareness raising events and stakeholder meetings/engagement. These are being offered to the three target audiences identified in (d) – staff, volunteers and trustees at voluntary organisations, and local councillors, local MPs and local decision makers as outlined in table 5.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Staff** | **Volunteers and trustees** | **Local councillors, local MPs and local decision makers** |
| **Marketing materials** | X | X | X |
| **Events** | X |  |  |
| **Stakeholder meetings/engagement** |  |  | X |

Table 5. The offer vs the target audience

Offering these three elements to these three target audiences will achieve the marketing objectives set out in (5.0). To do this, the concept of the ‘4Ps’ of marketing has been adopted.

The 4Ps refer to:

* Product – the offer being made to the target audience
* Price – the cost of the exchange between marketer and the target audience
* Place – the channel the product is being promoted through
* Promotion – how the product is being presented to the target audience

Table 6 applies the 4Ps to each of the target markets outlined in (4.0).

|  |  |  |  |
| --- | --- | --- | --- |
| **4Ps** | **Staff** | **Volunteers and trustees** | **Local councillors, local MPs and local decision makers** |
| Product | The **marketing materials and events** will equip staff with the knowledge and understanding of:   * the importance of reporting all safeguarding concerns * what to do if a safeguarding concern is identified * the different types of people who could be at risk   They will encourage staff to avoid inactivity when faced with potential concerns and challenge others who may favour inactivity. | The **marketing materials** will equip volunteers and trustees with the knowledge and understanding of:   * the importance of reporting all safeguarding concerns * what to do if a safeguarding concern is identified * the different types of people who could be at risk   They will encourage volunteers and trustees to avoid inactivity when faced with potential concerns and challenge others who may favour inactivity. | The **marketing materials** and the stakeholder meetings will aim to encourage the local councillors, local MPs and local decision makers to change policy and public perception from not reporting concerns so as not to wrongfully accuse someone, to reporting concerns in order to protect potential victims.  Adopt the knowledge and understanding of the different types of people who could be at risk and therefore widening the focus of support and funding. |
| Price | By reporting a safeguarding concern, staff could potentially lose a relationship with an individual or with a community who disbelieve the concern or feel the concern should not be reported.  They may also receive pushback from their peers/colleagues who feel they should not act. The role of this campaign would be to compare the short term loss of a relationship, against the long term gain of being a trusted protector of those at risk. | By reporting a safeguarding concern, trustees and volunteers could potentially lose a relationship with someone who they fear is being abusive.  They may also receive pushback from their peers who feel they should not act. The role of this campaign would be to compare the short term loss of a relationship, against the long term gain of being a trusted protector of those at risk. | By publicly backing a campaign to increase reporting of concerns, an MP/councillor may lose support from voters, other MPs/councillors or the public who believe concerns should only be reported by safeguarding professionals or when concrete evidence is identified. |
| Place | Specifically designed **events** for voluntary sector staff  **Digital assets** available on [insert organisation name] social media channels, websites and newsletters.  **Posters and flyers** placed in prominent positions where staff regularly operate. | Volunteer **events** held by [insert organisation name].  **Digital assets** available on [insert organisation name] social media channels, websites and newsletters.  **Posters and flyers** placed in prominent positions where staff regularly operate.  Anecdotally from the staff they work with who have attended the events | Discussions and meetings held between [insert organisation name], and relevant decision makers.  **Digital assets** available on [insert organisation name] social media channels, website and newsletter. |
| Promotion | The **marketing materials** will show key messages and supporting images designed to draw in the viewer. The hashtag #AreTheySafe will pull all material together and provide a reference point. The **events** will reinforce this message by demonstrating the importance of recognising and reporting abuse, showing the variety of people who could be affected by abuse (thus challenging stereotypes) and outlining how to respond to potential abuse. | The **marketing materials** will show key messages and supporting images designed to draw in the viewer. The hashtag #AreTheySafe will pull all material together and provide a reference point.  Volunteers and trustees will be working with staff who have received the training and who will be equipped with the knowledge of why these issues should be reported. The resources and this knowledge will help staff pass on this understanding to volunteers and trustees. | The **marketing materials** will show key messages and supporting images designed to draw in the viewer. The hashtag #AreTheySafe will pull all material together and provide a reference point.  NAVCA will meet with MPs and government departments (such as the Home Office) to promote the importance of this campaign and the **materials**. These **materials** plus the feedback from the staff attending the events will be shared with these officials with an ask to promote, support and share these findings publicly. |

Table 6. The marketing mix

# **7.0 Implementation**

The implementation issues across the three elements are:

* Marketing materials:
  + That they lack the desired impact and are lost in a crowded landscape of awareness raising of abuse and neglect
  + Lack of diversity and differing approaches across the organisations may cause the campaign to not be broad enough to reach a wide range of people
* Events:
  + Lack of engagement and registrations
  + Lack of promotion due to limited resource
* Stakeholder meetings:
  + [insert organisation name] lack the reach in the desired area if previously established contacts are moved to another department or leave

[Consider other implementation issues that are linked to your organisation]

# **8.0 Evaluation**

The marketing materials will be shared with attendees at training sessions which will also outline how to recognise signs of abuse and neglect. The attendees will be able to ask questions about the training and materials. Feedback will be shared with the designers to ensure the materials achieve their objective. This is formative evaluation, where continual input is fed back into the programme during the design stage.

Attendees will be asked to complete a post event survey to evaluate how they felt the materials and the events were presented and whether they had the desired impact (see objectives set out in (5.0).

Engagement with the online materials from staff, volunteers and trustees will be monitored through website and social media analytics. They will capture the number of downloads from the website and the engagement rate on social media and in newsletters. Also the number of attendees and their engagement with the post event survey will be captured. All of this plus the level of engagement from government office will be reported back to the funder.

However, it may be difficult to ascertain who is downloading/engaging with the online materials – are they voluntary sector staff, volunteers or trustees? Are they local MPs or decision makers?

Evaluation points are to be implemented at 12 months and 24 months after the launch to ascertain if this campaign led to meaningful behavioural change. This would be captured by surveying the target audience and hosting discussion events to encourage more open conversations on abuse and neglect.

This is impact evaluation which analyses whether a campaign has achieved the objectives it set out at the start and whether these objectives were achievable.

[Feel free to add your own evaluation criteria]

# References

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