

CREATING A SAFER OXFAM

Working within a culture
of respect, equality and
accountability



OXFAM



Context – Oxfam and Safeguarding

This is Oxfam GB’s safeguarding vision for 2022-24, built on lessons from our past and the wider sector.

Oxfam does not accept any form of sexual or child abuse, and we will not be complacent in our ongoing efforts to create a safer Oxfam. We acknowledge our past failings and ensure that our safeguarding work continues to hold people accountable and responsible if abuse takes place. Oxfam’s been working on safeguarding for many years. There’s been significant extra focus over the last few years on investing in our safeguarding work and improving policies, systems, and structures.

Oxfam and much of the aid sector is questioning its relevance and methods. This means recognising the close links between abuse and power, privilege and colonised practices. To help with this, Oxfam takes an intersectional approach to safeguarding, paying attention to how inequalities overlap – like race and gender – leading to complex and unique experiences of power imbalance and mistreatment.

Research and media attention tend to portray abuse as prevalent and accepted practice in the aid sector. However, sexual abuse and exploitation aren’t exclusive to the aid sector or to Oxfam. Violence against women and children is a global issue and common in all parts of society.

The challenge in the aid sector is that we largely work where social, economic and structural inequalities are at their deepest, and protective infrastructures are non-existent (such as social services tending to the welfare of children). Then when crises hit – often caused by conflict and extreme weather – people are forced into extremely vulnerable situations where abuse and exploitation can so easily take place.

In 2018, attention was drawn to Oxfam’s safeguarding work, and the UK Charity Commission placed Oxfam GB in statutory oversight. This led to an intense investigation into our safeguarding practice, highlighting areas where we were doing well, and – importantly – areas for improvement. Meanwhile, Oxfam International* started an Independent Commission which reviewed the safeguarding systems across the confederation.

The reports from both commissions were published in June 2019 and led to an action plan that Oxfam GB worked on with urgency. And, largely due to positive progress on the action plan, the Charity Commission ended their statutory oversight in February 2021.

Some key safeguarding achievements to date include:

- Increased safeguarding resources within the global Safeguarding Team & country level
- New and improved safeguarding training
- Phase 1 of a research programme looking into barriers to reporting in countries
- New global case management system to improve the management of cases

Their conclusion stated that we had fulfilled the overwhelming majority of recommendations, and that the small number of ongoing actions *‘should be seen as positively contributing to the continued development of safeguarding in Oxfam, rather than any signs of fundamental weakness in current arrangements.’*

**Oxfam International is the office that supports the confederation of Oxfam affiliate organisations, including Oxfam Great Britain.*

There’s no room for complacency in this work. And while the action plan helped us make progress, further embedding within Oxfam’s culture and practice needs a longer-term focus.

As the report says: *‘There is no ultimate end point for safeguarding whereby an organisation can say the work is complete, rather an acknowledgement there is always a need to learn, adapt and develop to better meet existing and new challenges and continue to address ongoing and emerging risks and issues. It is evident to the review team that Oxfam is now much better placed to continue on this journey.’*

‘THERE IS NO ULTIMATE END POINT FOR SAFEGUARDING WHEREBY AN ORGANISATION CAN SAY THE WORK IS COMPLETE, RATHER AN ACKNOWLEDGEMENT THERE IS ALWAYS A NEED TO LEARN, ADAPT AND DEVELOP’

Our vision of a safer Oxfam

This strategy aims to help us live our values of inclusivity, empowerment and accountability – these are the things that matter most to us. We believe in a world where...

...NO ONE IS LEFT BEHIND

This means listening with open minds to everyone in all walks of life, especially those who are often silenced. It means standing in partnership with people and organisations – respecting and amplifying their voices as we work together for equality and a better world for all. We're aware that discrimination is systemic and often goes unchallenged, including within Oxfam. We'll continue to reflect, learn, and become the feminist and anti-racist organisation we aspire to be. This means challenging inequalities such as racism and unfair treatment of women, and recognising how these can interact with other kinds of discrimination based on sexuality, gender identity, religion, physical ability, ethnicity and caste.

...POWER IS SHARED FAIRLY

The world won't be fair and safe for everyone until we address the balance of power in it – shifting power from funders and from Oxfam, to the people living with poverty. By 'power' we mean money, being heard, making decisions, understanding rights, and having influence to make positive change. We believe in strengthening the power of local organisations and communities – those who are best placed to understand the local context and drive their own change. To balance power fairly, we must value everyone's skills and knowledge, no matter who they are or where they're from. We must recognise that we're not always the experts, and challenge assumptions that devalue the skills and knowledge of those living in the global South.

...WE ARE HELD TO ACCOUNT

We must be held to account by the people we work with – looking at our behaviour and structures with a critical eye. We'll continue to listen and learn from our past, and do everything possible to keep people safe from harm.

OUR SAFEGUARDING VISION – CREATING A SAFER OXFAM

Oxfam's ambition is for a world where no one ever suffers abuse from people who work on behalf of Oxfam, and that everyone working on behalf of Oxfam takes responsibility for ensuring this happens.

It is our ambition for Oxfam to be leaders in keeping people safe in the aid sector. We commit to having hard conversations and taking on necessary challenges in relation to safeguarding. Our safeguarding journey will never be complete and will ensure there is an ongoing cycle of learning and improvement.

OXFAM'S COMMITMENT TO SAFEGUARDING:

Safeguarding in Oxfam relies on a whole systemic approach and uses a set of procedures, measures, and practices to prevent, respond to and protect individuals from harm committed by staff and related personnel. By harm, we mean sexual exploitation, sexual abuse, sexual harassment, and child abuse. We do this by:

- Focussing on preventing safeguarding incidences taking place in the first instance
- Listening to those who are affected
- Responding sensitively and safely when harm or allegations occur
- Taking swift action against perpetrators in line with our survivor-centred approach
- Learning from every case

OUR SAFEGUARDING STRATEGY

Perpetrators of abuse have no place within Oxfam, or the sector. Our strategy aims to eliminate the space in which they can operate, while increasing safe spaces in which survivors can call out abuse. Our strategy is to prevent abuse from taking place and we will do this through:

- 1. REBALANCING POWER:** We'll acknowledge the power we hold as an organisation, and ensure that power does not fall into the wrong hands via people we employ and partners we work with.
- 2. SAFER PROGRAMMES:** We'll ensure safeguarding is embedded in every aspect of our work around the world.
- 3. SAFER SYSTEMS:** We'll ensure that our systems and processes enable safe recruitment, opportunities to speak up, action when incidents occur, and collaboration with others in the sector.
- 4. SAFER SHOPS:** We'll ensure safeguarding is embedded into every aspect of our retail work in the UK.
- 5. OVERSIGHT AND ACCOUNTABILITY:** We'll keep oversight of how this work is delivered and resourced, our learning and evaluation, and how our safeguarding approach is managed.

1. Rebalancing Power

We'll acknowledge the power we hold as an organisation, and ensure that power does not fall into the wrong hands via people we employ and partners we work with.

Oxfam believes that:

- No one should be pressured or forced into sexual relationships with an Oxfam worker.
- No one should feel uncomfortable at work due to sexual behaviour either physical or verbal.
- All children who come into contact with Oxfam's work shall be safe from abuse.
- Everyone has the right to feel safe and secure.
- Rebalancing power in three ways – with a focus on women and girls, within Oxfam, and through an anti-racist approach.

WITH A FOCUS ON WOMEN AND GIRLS

Oxfam supports women and children to uphold their rights. We particularly acknowledge patriarchal societies where women – along with those who face discrimination based on race, sexuality, gender identity or other factors – are not listened to or are actively silenced by those in power (many of whom are men).

Oxfam must break down power structures to create a safer way of working. This is a challenge because people who hold power are often reluctant to give it up because they're the ones who benefit from inaction – they tend to create barriers for change to take place. It's vital that Oxfam's aware of how our own presence and power can create problems. So, to truly rebalance power in an unequal world, we must start with ourselves.

WITHIN OXFAM

We'll yield power by amplifying the voices of communities, moving resources from the global North to communities and partners in the global South – and ensure raising funds isn't seen as more important than people's safety.

IT IS VITAL THAT OXFAM IS AWARE OF HOW ITS OWN PRESENCE AND POWER CAN CREATE PROBLEMS – **AND TO TRULY REBALANCE POWER IN AN UNEQUAL WORLD, WE MUST START WITH OURSELVES.**

We're aware that people who work with or for Oxfam have power over communities we work with – by being privileged with access to employment, resources, aid, and the ability to choose how to use those things. This also means that they could misuse their power. It's important that everyone who works on behalf of Oxfam examines and understands how to exercise and share their power responsibly.

People who work on behalf of Oxfam who abuse their position of power will have action taken upon them because this goes against Oxfam's mission and values.

We'll ensure our recruiting and vetting processes doesn't allow power to fall into the wrong hands. We'll continue to strengthen our use of the Misconduct Discloser Scheme (MDS) and be confident in sharing information with other organisations to prevent abusers moving around in the sector. We'll also share our learning with the sector to build confidence in the use of this scheme.

Where abuses of power take place, we'll improve how we report back so that survivors of abuse are kept safe and informed when concerns are raised. We fully adopt a survivor-centred approach and will support survivors to amplify their voices and exercise their power in a positive way.

THROUGH AN ANTI-RACIST APPROACH

Our efforts to improve safeguarding, advocate for women's rights, tackle racism and fight poverty are deeply interlinked. Our ambitions to create a more inclusive culture within our organisation, and to create more equitable relationships with our partners, are critical to being a more effective organisation – delivering on our charitable objects and meeting the expectations of our supporters and donors.

The exploitation of black women and children is not a new phenomenon – sexual violence against women and children dates back hundreds of years, and throughout our colonial history. At Oxfam we must ensure our work is not underpinned by colonial behaviour. This means that we must take time to deeply understand and respect the culture of the communities we work with, and to ensure they are aware of what is acceptable behaviour from Oxfam and our partners. This is why it's so important that Oxfam considers both its negative and positive impact on communities through a focus on safe programmes (more on that in the following section).

Leading by example on safeguarding so that we rebalance power and meet the needs of those who face racial and gender discrimination, we must take a unique approach to every place we work in. Staff must work together to assess and understand potential risks which will differ depending on the context, and actions to prevent abuse must be tailored accordingly.

This level of understanding will be assessed using the 'Safeguarding Core Standards Planning, Reviewing & Reporting Tool' which enables us to learn where our country teams are at in terms of safeguarding commitments. Most importantly for all staff, this work must not feel dictated by the global North, but a partnership between all staff.

Oxfam must continue to work across the sector to share learning and practice to enhance its approach to sharing power. In such a complex sector, these are issues which Oxfam cannot work with in isolation. We have to consider how abuse of power presents itself, and how collectively we can reduce sexual abuse and exploitation. One example which needs to be addressed as a sector is how we can make it easier for people to report concerns.

MEASURES OF SUCCESS

- Barriers to reporting research will continue, completing Phase 2 in 2022 enabling clear next steps and development of this work for Oxfam and the sector
- Increased safeguarding resources in the global South, starting with dedicated resource in Iraq, Syria, DRC, Yemen and South Sudan in 2022.
- We will continue to publish our safeguarding data every 6 months, but alongside this we will publish the findings to our external annual safeguarding audit and improvements made as a result of the audits such as our survivor-led commitment.
- Refreshed partnership assessment tool in 2022. Clear ways of working and support for all partners, including training and support for where concerns are made.
- Annual Core Standards assessments completed, and measurable actions agreed and delivered for all countries that Oxfam GB operates in. This tool will be important for the assessment and ongoing improvement for countries we work within.

2. Safer Programmes

We'll ensure safeguarding is embedded in every aspect of our work around the world.

We recognise that Oxfam can do harm through its programmes if we don't proactively identify and manage this risk. At the heart of our safeguarding strategy is an appreciation that it must be more than a checklist. It means taking practical action to ensure we live our values, readdress how and where power is held, and become the anti-racist organisation we aspire to be.

Oxfam must ensure that safeguarding is a normal and integral part of how we work. A focus on safer programmes means every stage of our work to overcome poverty considers and mitigates any risk to those who participate in this work. This is at the heart of all our activities working with and in communities around the world, and working with partners, donors and other agencies.

Our framework for safer programmes worldwide aims to ensure that all people we work with are...

...safe from us

SAFEGUARDING

Oxfam's safeguarding work involves procedures, measures and practices to...

- prevent harm from being committed...
- respond when harm is committed...
- protect individuals from harm...

...by anyone who works with or for Oxfam. By harm, we mean sexual exploitation, abuse, or harassment, and child abuse.

...safe to participate

SAFE PROGRAMMES

Our work must not:

- cause harm to people
- undermine our values and standards

Our work must:

- ensure all people can participate safely
- ensure all communities, partners and staff are heard
- analyse, monitor and manage all risks

...safe from others

PROTECTION

Oxfam has dedicated staff working around the world to improve the safety of civilians in conflict and crisis situations. Their work includes:

- helping survivors of abuse and violence to access emergency and protection services
- working within communities to improve ways of protecting people from harm
- advocacy and campaigning to change attitudes, behaviours and policies that enable harm

SAFER PARTNERSHIPS

We'll need to improve how we assess partners – ensuring that we work with the right partners who share Oxfam's values and behaviours. Through our partnership assessments, we will work with partners to address any gaps in safeguarding practices and knowledge, and ensure that procedures for reporting concerns are aligned.

SAFER COMMUNITIES

We'll do everything we can to ensure people we work with know what to expect from people representing Oxfam. We'll support communities and individuals to know their rights, what acceptable behaviour looks like, and how to hold Oxfam accountable. We'll seek their views on how they feel about reporting concerns, to help them feel able and safe to do so. Our programme teams must ensure that these views and feelings are reflected as they develop ways for people to speak up. We must invest wholeheartedly in ensuring those we work with are able to trust us – a large part of this is about being appropriate to the context and culture, and acting on concerns in a survivor-centred way.

WHO IS ACCOUNTABLE?

Our Safeguarding Team will work with colleagues across the Oxfam confederation* to ensure everyone is adhering to this approach. If abuse occurs through any of our programme work, Oxfam must be held accountable. We'll be sure to learn from mistakes, and keep improving our approach. While managers have responsibility for identifying and managing risks in their teams' work, everyone is expected to contribute, feedback, and speak up if they see the opportunity for abuse, or abuse occurring.

Oxfam occupies a unique space within the sector in which we expect there to be ongoing focus and scrutiny on our safeguarding work. As such, we need to share our learning, and be open about our shortcomings along with our successes.

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MEASURES OF SUCCESS

- Improved and better-quality safeguarding risk-assessments from the start and throughout each programme of work.
- We will link casework to programme design. When safeguarding incidences are a result of our programme design, we will capture the learning in order to adapt future programming to ensure lessons are learnt and mistakes are not repeated.
- Contextualised safe programming approach in place which results in increased numbers of reports from community members due to people feeling safer and more able to speak up about concerns. With ongoing review and learn process to ensure continuous improvement.

3. Safer Systems

We'll ensure that our systems and processes enable safe recruitment, opportunities to speak up, action when incidents occur, and collaboration with others in the sector.

Safeguarding work is never complete. Safeguarding threats are constantly changing everywhere. Perpetrators look at new ways to coerce potential victims into abusive situations. Unfortunately, the outcomes for survivors do not change. They experience trauma, loss, and negative long-term effects. Oxfam will keep learning and adapting its safeguarding system and approach to be ahead of these ever-changing threats. We'll also keep investing in systems that help to evolve our safeguarding work.

The four main systems that we will work on are:

- **SAFER RECRUITMENT:** We will continue to improve how future candidates are evaluated against our values and behaviour through value-based questionnaire and other testing. We've already developed our Misconduct Disclosure Scheme, which prevents known perpetrators moving around the sector. We'll also support other schemes like Project Soteria* and the Aid Worker Registration Scheme, embedding them into our own ways of working
- **REPORTING ABUSE:** We'll continue to improve how people can report concerns, and to break down the barriers that prevent them from doing so. We'll finish the pilot projects in Iraq, Ghana and Myanmar to deepen our knowledge on this – vital learning for a sector-wide approach. And we'll keep working with our staff and partners to build trust that when concerns are raised, action is taken.

- **MANAGING CASES:** When incidences occur and reports are made, our trained investigators will take a survivor-centred approach. This means that survivors of abuse are the priority of any intervention, and we'll ensure they're supported and communicated with throughout the process. We'll complete investigations as quickly as possible, with focus on the wellbeing and safety of the people involved.

We'll improve our investigation process by learning from case reviews and sector-wide best practice. We'll publish our safeguarding data and ensure case investigations are audited. We'll build trust that our systems honour our statement of Zero Tolerance to Inaction. We'll ensure we have standards, timescales, and measures for each investigation – monitoring case progression closely with additional intervention if needed. This will constantly seek ways to improve our oversight of cases, and transparency of our process.

- **WORKING TOGETHER:** This strategy relies on all areas of Oxfam working together, and everyone understanding their part in creating a safer Oxfam. For example, the Safeguarding Team will work closely with HR, Gender, Programmes and Integrity & Ethics teams. Beyond Oxfam, we'll contribute to and enable a more joined up approach across the sector – sharing good practice, learning, and resources.

MEASURES OF SUCCESS

We will continue to publish our safeguarding data every 6 months, but alongside this we will publish the findings to our external annual safeguarding audit and improvements made as a result of the audits such as our survivor-led commitment.

- To build trust we will need regular face-to-face internal and external communications and building understanding of complex situations e.g. improve the ways we communicate outcomes and achieve closure.
- Oxfam will partner with other NGOs to deliver training, support and learning in relation to its safeguarding work. We will break away from a siloed approach to a more collaborative approach to combat sexual abuse and exploitation in the sector.
- We will be active participants in sector-led safeguarding initiatives such as Project Soteria* and the Aid Worker Registration Scheme.

** Part of an international system of checking for sexual offenders*

4. Safer Shops

We'll ensure safeguarding is embedded into every aspect of our retail work in the UK.

The Covid-19 pandemic created enormous challenges for Oxfam's network of 600 shops throughout England, Scotland and Wales. In March 2020, all shops closed with less than a week's notice, and 90% of staff were put on furlough leave. The reopening of shops has been under a new 'Build Back Better' strategy which prioritises rebuilding our shop teams and volunteer base, building an inclusive culture, and bringing our shops into the digital age.

Ensuring that our shops continue to be safe places for staff, volunteers and customers is central to this new strategy – and it's an opportunity to embed safeguarding into our retail work. This strategy solely focuses on our safeguarding work within our retail functions. Our shop teams are diverse, and many volunteers have vulnerabilities which can increase the likelihood of the abuse of power. Our shops also offer volunteering placements to 14-18-year olds, which adds to the essential need for safe recruitment, and robust procedures and training.

With this in mind, there are some clear safeguarding priorities for our shops as we move into a post-pandemic world:

- **PROTECTING STAFF AND VOLUNTEERS:** protecting staff and volunteers who may be vulnerable to abuse or exploitation due to things like racial inequalities, age, sex, gender identity, disability. We adhere fully to the Equalities Act and all the protected characteristics.

- **SPEAKING OUT:** enabling staff and volunteers to speak out against injustice and abuses of power, which includes involving shop teams in the 'barriers to reporting' research, and follow-up work.
- **BEING SAFE, FEMINIST AND ANTI-RACIST:**
 - building an inclusive and safe culture in the shops
 - improving trust that breaches of safeguarding are dealt with
 - looking after the wellbeing of staff and volunteers
 - improving support and justice for survivors
 - empowering managers to do what is needed to prevent abuses of power
 - improving our safeguarding processes and systems (such as recruitment)
- **BEING AGILE AND INNOVATIVE:** developing retail partnerships with safeguarding, communication and learning at their heart – helping to identify themes and trends within shops and wider society.

MEASURES OF SUCCESS

- Area Managers and Shop Managers are confident and competent in prioritising safeguarding demonstrated through the external audit process.
- Safeguarding is visibly present in all shops, and shop teams recognise a culture where safeguarding misconduct is easily recognised and acted on.
- Ways of reporting misconduct are refreshed by end of 2022, and responses to reports are prompt and effective.
- Quality of case management delivers a greater level of consistency across the shop network monitored through the external audit.

5. Oversight and Accountability

We'll keep oversight of how this work is delivered and resourced, our learning and evaluation, and how our overall safeguarding approach is managed.

EVALUATION AND LEARNING

Our 'Learning and Improvement Framework & Training Evaluation' ensures ongoing improvement of our safeguarding work. And with the help of our new global case management system, we can easily identify statistics, trends, and risks. This learning informs how we deal with cases, and prevent future situations arising (for example, change how we deliver our programme work, or provide additional training). Creating a safer Oxfam relies enormously on our staff. So, we'll also work hard to understand where there's lack of knowledge and lack of trust, and ensure this is acted on.

We're developing a model to help us consider risk in each country where we work, based on:

- Culture and leadership
- Policies, processes, and training
- Whistleblowing
- Case management

This model will also look at the country context on issues like violence against women, conflict and fragility, and perceptions of corruption. Along with a self-assessment on risk, good practice, and case numbers, this will help set our expectation for reports of misconduct in each country. As a result, we'll be able to highlight risks and concerns, and monitor trends – helping with future prevention of misconduct, and continuous improvement of our safeguarding work.

Since 2019, Oxfam has had all the cases externally audited to ensure that Oxfam is assessed on how complaints are managed in comparison to its policies in procedures. The audits have been one way in which Oxfam continues to improve and learn and how the Safeguarding Team are held accountable for how it investigates when concerns are raised.

RESOURCES AND STRUCTURE

The Oxfam GB Safeguarding Team is part of a global network of safeguarding staff, working together on safeguarding across the Oxfam confederation. This network includes safeguarding advisors and leads based in regions where we work and safeguarding focal points in all of our locations. We'll keep investing in our teams around the world to ensure we have the right skills, knowledge, and resources to effectively deliver this safeguarding strategy.

GOVERNANCE

In charity law, all trustees are equally responsible for the governance and management of the charity. Oxfam GB's CEO is responsible for decisions on all operational matters, and has a duty to report significant risks or incidents to trustees. Because of the confidential nature of safeguarding cases, only the lead trustee for safeguarding will be given full details. This lead trustee will also be informed if a 'Serious Incident Report' to the Charity Commission is required. The rest of our trustees will gain the oversight they need via the Safeguarding and Ethics Committee (SEC). As a minimum, this will provide:

- 6-month updates from the Safeguarding Team.
- Lessons learned from serious case reviews.
- Yearly reports from the Learning and Improvement Framework.
- Yearly reports on analysis of case data.
- Executive summaries from external audits.
- Progress reports on safeguarding core standards, highlighting strengths and weaknesses.

EXECUTIVE OVERSIGHT

The Safeguarding Team will be an important, but not exclusive, part of Oxfam’s ongoing safeguarding work. The team will continue to work with all parts of the organisation to prevent and respond to safeguarding incidences. The Safeguarding Team will use data, feedback and audit process to continually improve. An example could be the ongoing review of performance measurements (below) that ensure people who report concerns are informed in a timely and regular basis.

We have seen that we have made good progress but with safeguarding work there is more to do, and we are determined to go further. Feedback from the latest Global Staff Survey from October 2021 showed some positive progression in relation to Oxfam’s safeguarding journey. The survey showed that whilst 97% know how to raise a safeguarding complaint a much reduced number of staff would not report the concerns. The results indicate that Oxfam needs to prioritise building trust and understanding within its reporting systems.

The data indicates that while a high percentage of staff have an understanding of safeguarding and are aware how to report, there are still staff who do not report concerns. While we’re aware that incidents of sexual abuse and exploitation are globally underreported – and not exclusive to Oxfam or the sector – we’ll continue to deepen our understanding of how we can encourage people to report concerns. This will be a key focus over the next 3 years through more interactions with staff, building trust and confidence in the process and how we communicate on safeguarding related issues.

We’ll communicate about our Key Performance Indicator (KPI) data to increase our overall transparency on safeguarding. This will include explanations on where KPIs were not met and how we intend to improve performance. Our safeguarding performance is measured on:

- Response to complaints provided in 24 hrs
- High risk cases reviewed every 2 weeks
- Standard risk cases reviewed every 4 weeks
- Percentage of cases closed within 12 weeks
- Support offered to all survivors and, where appropriate, other individuals who report
- Survivors, witnesses, and reporters to be updated at a minimum of every 4 weeks

There’s been significant improvement in all these areas in recent years, mostly because our new global case management system enables easier flow of information. We will review our KPIs annually and improve our practice as a result – for example, one area recently identified was additional focus for case closures over 12 weeks, so we introduced additional management oversight on cases at 12 weeks.

MEASURES OF SUCCESS

- Survivor-focused, timely and measurable reporting to stakeholders, including the Serious Incident Reports to the Charity Commission and donors are all on time.
- Cases are monitored at agreed points to ensure timely action is taken in line with survivor-focused approach.
- Percentage of cases closed within 12 weeks is increased although it is acknowledged that more complex cases will take longer than 12 weeks.
- Published our findings from serious case reviews for key lessons learnt and areas for improvement.
- At least 10% improvement in the score relating to reporting misconduct on the next Global Staff Survey in 2023, particularly in relation to staff reporting safeguarding concerns when they experience or witness them.

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