



Report

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Evaluating the Impact of Domestic Abuse Workplace Policies in Wales

Equality and Human Rights Commission Wales

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Executive Summary

Research Aims

The Equality and Human Rights Commission Wales (hereafter called the Commission) worked with a range of partners to develop their 'domestic abuse is your business' toolkit.

The Commission's aim is that every employer in Wales benefits from taking effective action in the workplace to tackle domestic abuse and that their employees feel safe and supported in the workplace.

GVA were appointed by the Commission to:

- Establish a baseline to determine the extent to which domestic abuse workplace policies have been implemented across the public sector in Wales.
- Identify the link between the 'domestic abuse is your business toolkit' and the development of domestic abuse workplace policies.
- Identify any wider impact and outcomes.
- Identify the impact of domestic abuse policies on workplace practices and attitudes, as well as on staff experiencing domestic abuse.

Research Approach

The research approach included an on-line survey which was promoted to public sector organisations throughout Wales. This

looked to assess the number of employers with a policy in place to support staff.

Seven stakeholders with a strategic overview of public sector organisations in Wales were interviewed to explore any wider outcomes of the toolkit. In addition fourteen telephone interviews were held with employers to gain a more detailed understanding of the impact of having a domestic abuse workplace policy.

Baseline Results

80 organisations (both devolved and non-devolved) completed an online survey. The survey found that:

- The Commission's toolkit had helped to raise awareness of domestic abuse in the workplace and employees and the need to implement a policy to support staff.
- 53 (66%) organisations either currently had a domestic abuse workplace policy or were in the process of implementing one.
- 35 devolved organisations had a domestic abuse workplace policy covering 180,032 staff in Wales.
- 8 devolved organisations were in the process of developing their own policies which will cover a total of 29,422 staff.
- 107,660 employers throughout the UK are covered by a domestic abuse workplace policy within the 10 non-devolved organisations that completed the survey.
- There is still work to be done to ensure that all public bodies in Wales have a domestic abuse policy in place.

Strategic Impact

Strategic partnerships are important in raising awareness of domestic abuse and the workplace. This has assisted in ensuring leaders buy-in.

The majority of stakeholders interviewed identified the Commission's positive role in ensuring that there were wider outcomes from the promotion of the domestic abuse is your business toolkit. This included:

- Domestic abuse being viewed as an equality and human rights issue.
- The Welsh Government proposing a duty on public bodies in Wales to have a workplace policy for violence against women, domestic abuse and sexual violence.
- The Commission continuing to develop stronger working relationships with Welsh Government in tackling domestic abuse.
- The need for a domestic abuse workplace policy being recognised within the 10,000 safer lives project.
- The Welsh Local Government Association (WLGA) issuing a Joint Council Statement on domestic abuse and a workplace policy protocol.
- The Wales Violence Against Women Action Group including the importance of employers having a domestic abuse workplace policy as one of their six priority outcomes for Welsh Government.

- Trade Unions putting domestic abuse workplace policies on the bargaining agenda.

Employer's Impact

The Commission's toolkit has helped to raise awareness of the benefits of having a domestic abuse workplace policy for both organisations and their staff. The toolkit was cited by employers as a very useful source of guidance to help develop and implement domestic abuse workplace policies.

"It [the toolkit] addressed a very difficult issue, not in a blame type way, in a very factual way...that is what the EHRC is very, very good at."

Wrexham County Borough Council

Organisations found it difficult to quantify the impact of their policies. Nevertheless, the research identified several positive impacts of having a domestic abuse workplace policy. These included increased confidence of staff to report incidences and increased confidence of line managers to respond effectively. Research participants also cited increased confidence in the organisation.

"Although we knew statistically there was a problem, I don't think we envisaged how readily staff would come forward when they realised that there were procedures and support mechanisms in place for them."

Betsi Cadwaladr University Health Board

The introduction of a domestic abuse workplace policy was also seen to positively influence other policies and guidelines including sickness absence, safeguarding children, adult protection, provision of special leave, lone working and vulnerable adults.

It was clear that the development of a domestic abuse workplace policy was not the end of the process. Employers discussed how the policy on its own was not enough and needs to be supported by awareness raising campaigns and training. This was seen to extend the reach and impact of the policies.

Recommendations

The following recommendations are designed to help progress the adoption of domestic abuse workplace policies.

The Equality and Human Rights Commission

- Continue to promote the need for domestic abuse workplace policies to ensure all public sector organisations have a policy in place.
- Share the results of the baseline survey with others to influence future work.
- Share the findings of 'Evaluating the impact of domestic abuse workplace policies in Wales' with Welsh Government, key stakeholders and employers.
- Update the domestic abuse is your business guidance to include all forms of violence against women in preparation for the proposed legislation.

Welsh Government

- Work with the Commission to update the domestic abuse is your business guidance to include all forms of violence against women.

Umbrella Bodies

- Continue to promote the need for workplace policies to ensure 100% take up within each sector.
- Work with employers to develop monitoring techniques in order to further the understanding of the impact of policies on staff.

Employers

- Adopt a domestic abuse workplace policy and support with training and an awareness raising campaign.
- Continue to raise awareness of domestic abuse and how employees can be supported through policies already implemented.
- Continue to share effective practice on the benefits of a workplace policy and related activities.

1. Introduction

Research Aims

- 1.1 In 2008 the Equality and Human Rights Commission Wales (hereafter called the Commission) identified in their research, 'Who do you see?', that 19 percent of the Welsh population believed domestic abuse was best handled as a private matter. In responding to this the Commission welcomed the opportunity to work with a range of partners to develop a 'domestic abuse is your business' toolkit. The Commission's aim is that every employer in Wales benefits from taking effective action in the workplace to tackle domestic abuse and that their staff feel safe and supported in the workplace.
- 1.2 Domestic abuse is not just a private matter and can greatly impact on an individual's working life. Research shows that 75 percent of those experiencing domestic abuse are targeted at work.¹ Employers have a moral, financial and legal obligation to support their staff.
- 1.3 Domestic abuse costs UK businesses over £1.9 billion a year,² whilst in any one year more than 20% of employed women take time of work because of domestic abuse and 2% lose their jobs as a direct result of the abuse.
- 1.4 Domestic abuse denies women and girls the most fundamental of human rights. Under the Human Rights Act

¹ EHRC 2011

² Walby, S (2009) The cost of domestic violence: update 2009. Lancaster University

(1998) all public bodies have an obligation to protect the human rights of individuals and to ensure that their human rights are not being violated. Furthermore, the public sector equality duty requires public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and foster good relations.

1.5 GVA has been appointed by the Commission to:

- Establish a baseline to determine the extent to which domestic abuse workplace policies have been implemented across the public sector in Wales.
- Identify the link between the 'domestic abuse is your business toolkit' and the development of domestic abuse workplace policies across the public sector in Wales;
- identify any wider impact and outcomes from the Commission's promotion of domestic abuse workplace policies; and
- Identify the impact of domestic abuse policies (whether developed as a result of the Commission's toolkit or not) on workplace practices and attitudes, as well as on staff experiencing domestic abuse.

Research Approach

- 1.6 The research approach included an online survey which was promoted to public sector organisations throughout Wales. The survey provides a baseline assessment of how many public sector organisations currently have a domestic abuse workplace policy and how many are developing one. It will provide a useful benchmark from which to assess the future uptake of domestic abuse workplace policies across the public sector in Wales. The results of this survey are presented in Section 3.
- 1.7 7 stakeholders with a strategic overview of public sector organisations in Wales were also interviewed in order to explore any wider outcomes of the toolkit, the extent to which different sectors were adopting domestic abuse workplace policies and the role the Commission has played in this. In addition 14 telephone surveys were held with employers to gain a more detailed understanding of the impact of having a domestic abuse workplace policy and the usefulness of the Commission's toolkit. These findings, along with case studies of employers' experiences are in Section 4.
- 1.8 Section 5 presents the conclusions and recommendations of the research.
- 1.9 This research is framed by the policy context which is briefly reviewed in the following section.

2. Context

- 2.1 Domestic abuse has risen up the agenda of Welsh Government and decision makers throughout the public sector in Wales.
- 2.2 In 2011 the Commission published '**How fair is Wales?**' which identified the greatest inequalities and seven specific challenges that face Wales over the next five years. This included the need to reduce the incidence of domestic abuse and sexual violence.
- 2.3 The 'How fair is Wales?' evidence and challenges have assisted public authorities in setting their equality objectives as required by the **public sector equality duty**. 15 out of the 22 Welsh local authorities have identified domestic abuse as an equality objective. In 2008 research by the Commission indicated that domestic abuse had been identified by 2 of the 125 public authorities as a priority under the previous gender equality duty.
- 2.4 In 2011 the First Minister set out the five year legislative programme for Wales which included proposals for a Domestic Abuse (Wales) Bill. The consultation on **legislation to end violence against women, domestic abuse and sexual violence (Wales)** acknowledges the positive activity that is already taking place, but that progress cannot rely on chance, goodwill and individuals to make a difference.
- 2.5 The legislation builds on the Welsh Government's **10,000 safer lives project** and **right to be safe strategy**. These are working

to join up public services to help those experiencing domestic abuse and reduce incidents and numbers of repeat victims. For example, the 10,000 safer lives project has put in place a set of minimum standards to improve the quality of services experienced by victims of domestic abuse. One of the minimum standards is to have a domestic abuse workplace policy.

Summary

- 2.6 'How fair is Wales?' Identified domestic abuse and sexual violence. The Welsh Government is committed to creating a self-confident, prosperous and healthy society. Addressing violence against women, including domestic abuse, is imperative to achieving this. The workplace has been identified as a key place to tackle domestic abuse. The work of the Commission, including the domestic abuse is your business toolkit, has been acknowledged in policy documents as an important resource for employers in developing their workplace policies.
- 2.7 The research findings from the evaluation are reviewed within this context – recognising current policy, as well as the changes proposed by the White Paper.
- 2.8 More information on the Welsh context can be found within Appendix I.

3. Baseline Results

- 3.1 An online survey was distributed across public sector organisations operating in Wales. The survey aimed to identify the number of organisations with a domestic abuse workplace policy.
- 3.2 The survey was distributed to 135 organisations (see Appendix II for a full list). In total, 80 organisations completed the survey; 45 (56%) stated they had a domestic abuse workplace policy and 35 (44%) did not. Figure 3.1 presents the response by sector and whether the organisations are devolved or not.

Figure 3.1: Does Organisation Have Policy?

Sector	Devolved		Non-Devolved	
	Policy	No Policy	Policy	No Policy
Criminal Justice			3	
Educational	10	14		
Emergency Services	3		1	
Environment		1	2	1
Health	6 ³	1		
Local Authority	12	4		
Recreation		2		
Other Welsh Body	4	4		
Other UK Public Organisation			4	8
Total	35	26	10	9

Source: GVA, 2013

³ The Board of Community Health Council, replied on behalf of all nine Welsh Community Health Councils.

- 3.3 Of the 35 employers who do not currently have a policy eight devolved organisations (3 educational institutions, 3 local authorities, 1 environmental, 1 other Welsh body) are currently in the process of developing one.
- 3.4 This means that 53 (66%) organisations completing the survey either have a policy or are currently developing one.
- 3.5 The primary reasons given by employers for not currently having a policy included:
- “It has never been raised as an issue.”
 - “No current legal requirement.” and
 - “not a priority”

Employees Covered by Policy

- 3.6 The 35 devolved organisations with a domestic abuse policy cover 180,032 members of staff in Wales (Figure 3.2).

Figure 3.2: Staff Covered by Policy – Devolved Organisations

Sector	Staff
Educational	20,165
Emergency Service	5,462
Health	59,300
Local Authority	89,652
Other Welsh Body	5,453
Total	180,032

Source: GVA, 2013

- 3.7 A further 29,422 employees in Wales will be covered by a domestic abuse workplace policy when the eight policies currently in progress are completed.
- 3.8 There are also 107,660 employees throughout the UK covered by a domestic abuse workplace policy as identified by the 10 non-devolved organisations completing the survey.

Length of Time Policy in Place

- 3.9 Figure 3.3 shows that 15 (38.5%) organisations had implemented a policy within the last two years and nine (23%) within the last six months. 15 (38.5%) organisations had a policy in place for over four years.

Figure 3.3: Length of Time Policy in Place by Sector

	Criminal Justice	Educational	Emergency Services	Environment	Health	Local Authority	Other Welsh Body	Total
0-6 mths		3	1	1	1	3		9
6-12 mths						1		1
1-2 yrs		3				1	1	5
2-3 yrs	1					2	1	4
3-4 yrs		1	1		1	2		5
4-5 yrs		1						1
5 yrs+	2	1	2	1	4	2	2	14
Totals	3	9	4	2	6	11	4	39

Source: GVA, 2013

Decision to Introduce Policy

3.10 Of the 40 respondents that have a domestic abuse workplace policy, 22 (55%) were influenced to introduce a workplace policy in some part by the Commission's toolkit (Figure 3.4).

Figure 3.4: To what extent was your decision to introduce a domestic abuse workplace policy influenced by the Commission's toolkit?

	To a very great extent	To a great extent	To some extent	To very little extent	To no extent	Total
Devolved	1	3	6	9	13	32
Non-devolved	0	0	2	1	5	8
Total	1	3	8	10	18	40

Source: GVA, 2013

3.11 Of the 18 (45%) organisations that were influenced to 'no extent' by the toolkit, 10 organisation had a policy in place for five years, one organisation for 4-5 years, and two organisations for 3-4 years.

3.12 This illustrates that for the majority of these organisations their policy was in place before the toolkit was developed.

Usefulness of Toolkit

3.13 In total 20 employers responded to the question of how useful the toolkit was to developing their own workplace policy. 6 (30%) said it was very helpful, 8 (40%) said it was helpful and

the remaining 6 (30%) had a neutral opinion. This illustrates that over half found it of some use, whilst none found it to be unhelpful.

- 3.14 When asked how the Commission's toolkit could be enhanced, there were no negative comments and only a few improvements were cited. These included: the addition of more real life stories; greater publicity to increase awareness; an outcomes framework to assist organisations in monitoring the impact; the provision of additional materials such as posters and CDs; and guidance on how to update policy to include all forms of violence against women.

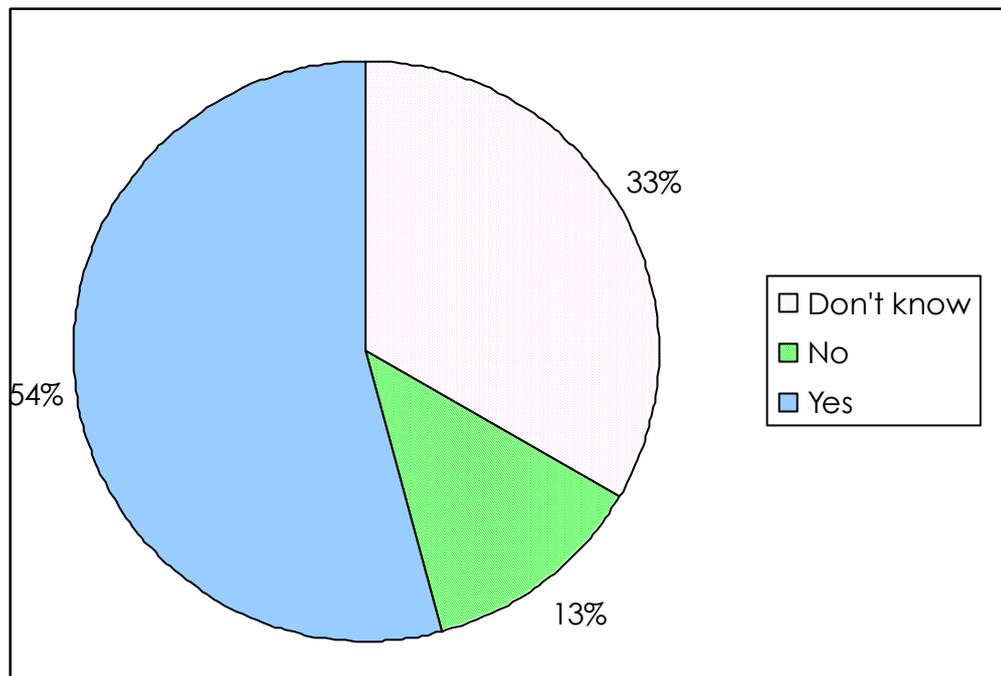
Awareness of Toolkit

- 3.15 All employers without a domestic abuse workplace policy were asked if they were aware of the Commission's toolkit. Of those that answered the question 13 (41%) organisations were aware of the toolkit and 19 (59%) were not aware of it.
- 3.16 Of the 13 who were aware of it, 12 were devolved organisations and one was non-devolved. Of the eight organisations developing a policy currently six were aware of the toolkit prior to completing the survey.
- 3.17 The survey has helped to raise awareness of the toolkit amongst all employers completing the survey as well as all organisations who received an email inviting them to participate in the research.

Future Implementation

- 3.18 The 27 employers who did not currently have a policy and were not in the process of developing one, were asked if it is something that they may consider in the future.
- 3.19 Of the 24 employers who answered the question, Figure 3.5 identifies that 54% (13) intend to introduce a policy in the future. This included 10 devolved organisations, of which six were educational establishments.
- 3.20 Only three (13%) organisations (1 devolved and 2 non-devolved) were not currently planning to introduce a policy in the future. For two organisations this was because introducing a domestic abuse workplace policy was not seen as a priority, whilst for the third it was because the organisation no longer drafts their own policies so has no control over it.
- 3.21 The remaining 33% (8) respondents were unsure whether they would introduce one in the future or not.

Figure 3.5: Implement Policy in the Future?



Source: GVA, 2013

Summary

- 3.22 The baseline survey has identified that 66% of all respondents either had a domestic abuse workplace policy in place or were currently developing one.
- 3.23 Employers without a policy either identified that domestic abuse had not previously been raised as a problem or it was not seen as a priority for the organisation.

4. Research Findings

4.1 This section summarises the findings from GVA's qualitative telephone interviews with employers and stakeholders. It includes a number of case studies covering specific employers' experiences of domestic abuse workplace policy. The findings are presented under the following headings:

- Strategic Impact
- Employers Impact
- The future

Strategic Impact

4.2 A range of strategic stakeholders were interviewed to understand the wider impact and outcomes from the promotion of the Commission's domestic abuse is your business toolkit.

4.3 The majority of interviewees identified the Commission's positive role in ensuring there were wider outcomes from the promotion of the domestic abuse is your business toolkit. This included:

- Domestic abuse being viewed as an equality and human rights issue
- The Welsh Government proposing a duty on public bodies in Wales to have a workplace policy for violence against women, domestic abuse and sexual violence

- The Commission continuing to develop stronger working relationships with Welsh Government in tackling domestic abuse.
- The need for a domestic abuse workplace policy being recognised within the 10,000 safer lives project.
- The Welsh Local Government Association (WLGA) issuing a Joint Council Statement on domestic abuse and a workplace policy protocol
- The Wales Violence Against Women Action Group including domestic abuse workplace policies in their six priority outcomes for Welsh Government
- Trade Unions putting domestic abuse workplace policies on the bargaining agenda

Equality and Human Rights Issue

- 4.4 1 in 4 women will experience domestic abuse at some point in their lifetime and the Commission's 'How fair is Wales?' identified domestic abuse as one of 7 key challenges that face Wales. Domestic abuse is both a cause and consequence of women's inequality and has a devastating effect on lives.
- 4.5 It was suggested that the toolkit demonstrated that domestic abuse is an equality issue with relevance beyond Community Safety Partnerships. The Commission's support was able to raise the profile of domestic abuse and its importance in the workplace amongst Board Members, Senior Managers and Councillors.

Political Commitment

- 4.6 The Welsh Government's violence against women strategy – the right to be safe – included actions to work with the Commission to promote workplace policies.
- 4.7 In partnership with the Welsh Government the Commission hosted conferences in North and South Wales on effective practice from a number of different perspectives. These events were well attended by a range of organisations. Actions taken by employers identified the Commission as a key influencer in both policy development and implementation by Welsh Government.
- 4.8 Following the conferences the Welsh Government began work on its 10,000 safer lives project. The Commission's evidence base is reflected in one of the eleven minimum standards which is for public sector organisations in Wales to have a domestic abuse workplace policy.
- 4.9 The right to be safe annual reports 2010-2011 and 2011-2012 both explicitly acknowledge the Commission's support in addressing the actions within the right to be safe strategy. The Minister for Local Government and Communities cited achievements which included working with the Commission to encourage employers to develop workplace policies.
- 4.10 In March 2013 the then Minister for Local Government and Communities wrote to the Chief Executive of local authorities, health boards and trusts, police and fire services seeking their commitment to put in place a workplace policy for dealing with domestic abuse. The letter acknowledges the work of

the Commission and demonstrates how the Commission is working alongside Welsh Government to raise domestic abuse up the agenda of decision makers throughout the public sector in Wales.

- 4.11 The White Paper consultation on ending violence against women, domestic abuse and sexual violence further reflects the influence of the Commission to encourage employers to introduce domestic abuse workplace policies. The White Paper proposes a duty on public sector employers to have a workplace policy for violence against women, domestic abuse and sexual violence. This highlights how the Commission's work on domestic abuse in the workplace has been a powerful catalyst for change.

Local Government

- 4.12 Working with the Welsh Local Government Association (WLGA) enabled the Commission to identify a shared agenda and provide a powerful opportunity to promote the impact of domestic abuse through the Joint Council for Wales.
- 4.13 The WLGA's Joint Council for Wales has supported the need for local authorities to ensure that workplace domestic abuse policies are in place. The Joint Council has published a statement on domestic abuse and a domestic abuse in the workplace policy protocol. This signposts councils to the Commission's toolkit to support policy development who as one stakeholder described it "*provides a critical friend role.*"

4.14 In May 2009 only three of the 22 local authorities in Wales had a domestic abuse workplace policy. The baseline survey has identified 12 with a policy, with a further three in development. 15 local authorities also have an equality objective on domestic abuse within their Strategic Equality Plans. Although the reason for the increase in local authorities adopting workplace policies could not be specifically attributed to the Commission or any single factor, it appears that the Commission has had a positive influence.

Health

4.15 Research with health sector stakeholders identified that the sector is doing well with respect to recognising that domestic abuse is something to be addressed in the workplace. Stakeholders identified that the health sector has a predominantly female workforce, which may in part explain why most organisations have a workplace policy. The domestic abuse workplace policy has also been considered alongside other activities including violence and aggression campaigns and support for staff who may be being stalked.

Colleges Wales

4.16 Colleges Wales are very supportive of the Commission's toolkit and the approach. Interviewees could not identify how many colleges had a workplace policy however. The baseline survey identified that several educational establishments already had a policy, whilst a further three are in the process of developing one.

Third Sector

- 4.17 Welsh Women's Aid described how the Commission's toolkit has been distributed to all member groups and how the Commission's work was seen to be informing the local dialogue with public sector organisations.

"It [the toolkit] has given us [Welsh Women's Aid] the resource that we would never have had the finances or the time to develop...it's provided us with some unity and commonality between two organisations [the Commission and Welsh Women's Aid] , and it's provided a really good platform for us to develop and grow those relationships and support each other."

Welsh Women's Aid

- 4.18 Furthermore, the Wales Violence Against Women Action Group explicitly acknowledged the work of the Commission and included the need for domestic abuse workplace policies within their six priorities for Welsh Government.

Bargaining Agenda

- 4.19 Trade Union representatives considered the public sector to be making positive progress in introducing workplace policies, which is helped by the backing of the Commission and Welsh Government.
- 4.20 Research with trade union representatives described how the toolkit delivers practical information and support to encourage the adoption of domestic abuse workplace policies. Trade unions were particularly positive about the

toolkit. They stated how *“the EHRC provided kudos”* with employers when discussing the possibility of introducing a domestic abuse workplace policy. This is because the Commission is well known and respected. The toolkit was also identified as being easy to understand and use, which helped to encourage employers develop their own workplace policy.

Employers’ Impact

4.21 This section will look in more detail at the employers’ interviews to identify:

- a. Experiences of developing policies.
- b. The impact of the policies on workplace practices and staff experiencing domestic abuse.

Experiences of Developing Policies

4.22 The toolkit had several positive impacts on employers developing their own domestic abuse workplace policies. The research also identified other experiences of employers in developing their policies.

Raising Awareness

4.23 Research participants highlighted how the Commission had helped to raise awareness of domestic abuse being a workplace issue and how it is relevant to employers.

“I just think it [the Commission’s toolkit] makes everyone aware... this is actually about people who work here, we need to know that they feel safe.”

Monmouthshire County Council

- 4.24 One research participant described how they became aware that as they were a large organisation it was likely that a significant number of their employees would be affected by domestic abuse. However, they had only a small number of reported incidents. Therefore the organisation wanted to raise the profile of domestic abuse to ensure that they were supporting staff.
- 4.25 Non devolved and devolved organisations have benefited from the Commission’s work on domestic abuse. A non-devolved organisation influenced by the toolkit is demonstrated in Figure 4.1.

Figure 4.1: Guideline Development and Raising Awareness

DVLA

This DVLA has guidelines which are available via the Intranet rather than a Domestic Abuse workplace policy. The ‘**Domestic Abuse is your Business Toolkit**’ was used to help develop the guidelines, and the Commission’s ‘top 10 tips’⁴ on domestic abuse are included. The toolkit was seen to provide very sensible and practical advice for those wishing to develop a policy and for managers supporting employees affected by Domestic Abuse.

In order to address the issue that staff experiencing

⁴ The Commission’s ‘top 10 tips’ can be found in Appendix III

domestic abuse might not want to access information on the Intranet in fear of other colleagues noticing, the organisation has **Diversity Information Stands** across the office. The stands cover a diversity of information, which includes domestic abuse. Leaflets are available for employees to take and read in private.

Promoting Value of Policy

- 4.26 All employers recognised the value of a domestic abuse workplace policy. Ongoing dialogue through the work of the Commission, the right to be safe strategy and the 10,000 safer lives project ensured that implementing a domestic abuse workplace policy was not a contentious issue. One research participant stated: *"I don't see how you cannot have one, not to have something in place would be denying that it [domestic abuse] exists."*
- 4.27 Other organisations described how they had attended the Commission's workshop days, which were seen to complement the information provided in the toolkit with practical and useful advice.
- 4.28 The toolkit helped employers to recognise that domestic abuse is not just a private matter. It was recognised that domestic abuse is a workplace issue and therefore policies need to be put in place to protect and support staff.

“We’ve always recognised that domestic abuse isn’t something that just happens at home, there is an overflow into the workplace and we have always tried to put in place systems to support staff that may be touched by domestic abuse and violence and what we can do to support them.”

Velindre NHS Trust

Information and Evidence Base

- 4.29 One local authority stated the information provided by the Commission played a major role in their decision to review their existing policy (see Figure 4.2).

Figure 4.2: Local Authority, Policy Development

Local Authority

The Council originally had a workplace policy in place in 2008; however it has recently been reviewed and is awaiting official roll out. The information provided by the Commission played a major role in the decision to review the policy and provided the foundations for the Council’s work on Domestic Abuse. **Under the old policy, employees were not always reporting domestic abuse.** The Council was aware that they have a large number of employees and therefore it was likely that some of these were experiencing domestic abuse. The policy now includes addressing perpetrators and victims, as well as practical help and support for managers. It is hoped that the refreshed policy will mean staff feel able to tell staff if they are experiencing domestic abuse.

- 4.30 For some, the evidence base was a driving force for action. The statistics in the toolkit were described as particularly helpful in identifying the impact of domestic abuse.

“It [the toolkit] addressed a very difficult issue, not in a blame type way, in a very factual way...that is what the EHRC is very, very good at.”

Wrexham County Borough Council

4.31 The toolkit is seen as comprehensive and an authoritative source of advice which reassures organisations to develop their own robust policy.

Working in Partnership

4.32 Many participants described how they used policies from other organisations as a starting point and framework upon which to develop their own policy. Having developed their policy, interviewees described how they had since shared their policies with local organisations.

4.33 A number of research participants referred to setting up working groups which involved relevant parties and staff in order to lead policy development (for examples see Figure 4.3 and Figure 4.6).

Figure 4.3: Wrexham County Borough Council, Development and Implementation

Local Authority

Wrexham CBC put in place a workplace policy on domestic abuse in 2010. The impetus to develop a policy was driven by the Trade Unions and TUC guidance was used to inform development of the policy.

Key to developing the policy was convening **“a very small but important team, a carefully selected handful of people.”**

The team was comprised of a Trade Union representative, Senior HR Officer, Equality Manager and Domestic Abuse Coordinator.

Alongside the policy being developed **domestic abuse case studies** were embedded as part of the mandatory equality training programme for all senior managers. This was an effective way of raising awareness of domestic abuse and its impact on the workplace. This meant that when the domestic abuse workplace policy was launched, senior management were already aware of the issue.

Introducing the policy resulted in changes to some of the Council's practices:

- Recording sickness was amended.
- Lone working practice risk assessments were amended to recognise the risk of possible domestic abuse.

4.34 Organisations were being supported by local services in the development of policies. Research participants referenced: Community Safety Partnerships, local Women's Aid groups, the police, the All Wales Domestic Abuse and Sexual Violence helpline and Domestic Abuse and Sexual Assault forums, as key in supporting the development and review of the final policy.

Writing the Policy

4.35 The toolkit was viewed as very useful for organisations writing a policy for the first time.

"I think if you were starting from scratch then it [the toolkit] would give you a really good foundation upon which to develop your policy."

Cardiff and Vale Health Board

4.36 Several organisations also described how they had recently revisited their policy as part of a review cycle and commitment to including all forms of violence against women. For these employers the toolkit was seen as a helpful 'checklist', 'reference guide', and 'aide memoire' to ensure their policies were aligned with what the Commission suggested should be included within an effective domestic abuse workplace policy.

Impact on Practices and Staff

4.37 The research illustrated that developing a domestic abuse workplace policy does not represent the end of the process. Having an effective domestic abuse workplace policy is about implementing the mechanisms to support staff who may be victims of domestic abuse and equipping staff to provide that support. Velindre NHS Trust described how "*a policy is great but it's a paper document,*" therefore the practical outcomes of the policy are what is important.

4.38 Employers were asked to identify the impacts of their policy on their staff, particularly those that may be experiencing domestic abuse. Employers found it difficult to quantify the impact on staff experiencing domestic abuse because of a lack of monitoring information. Most employers cited

anecdotal stories of how the policy had helped staff. However they did not have any way of knowing the true impact.

- 4.39 Employers therefore tended to express the impact of the policy in terms of how it had changed working practices, which would in turn better support staff. Several positive impacts of having a domestic abuse workplace policy were identified.

Confidence

- 4.40 An increase in managers' confidence to deal effectively with incidents relating to domestic abuse was cited by the majority of research participants as a key benefit of introducing a policy.
- 4.41 Employers also cited that the policy gave staff more confidence in the organisation. This was because the policy demonstrated that the organisation cares about the welfare of its staff and has a clear policy in place to support staff if they are experiencing domestic abuse.
- 4.42 This is ultimately positive for the organisation, as employers' cited that supporting staff to stay in work reduced overall costs due to enhanced performance and productivity. It was cited that it is more productive for an organisation to support employees in the workplace than for employees to be on long term sick leave.

Dialogue

- 4.43 The policy and subsequent workplace practices have led to an increase in dialogue surrounding domestic abuse in the workplace, *“I think there is much more awareness...people are talking about it, it has become part of the language.”* (Hywel Dda Health Board)
- 4.44 Making employees feel supported by their organisation was also seen to be important: *“Even though someone may never use it, they feel comforted to know that it is there”* (Velindre NHS Trust).

Policy Coverage

- 4.45 It was found that domestic abuse workplace policies tended to cover both women and men and all forms of relationships.
- 4.46 Some organisations described how their policies covered all forms of violence, while others stated that their policies would require updating in order to cover other forms of violence against women. Organisations appreciated that domestic abuse policy development was a continual and fluid process.
- 4.47 Policies tended to also cover perpetrators of domestic abuse, although one organisation had a separate policy to deal more widely with perpetrators.

Influencing Other Policies

- 4.48 As a result of developing or reviewing domestic abuse workplace policies, a number of research participants

described how they had reviewed related policies and guidelines as part of this process. These included: sickness absence policies; safeguarding children; adult protection; HR procedures; provision of special leave; perpetrators; equalities; bullying and harassment; and vulnerable adults.

4.49 Figure 4.3 illustrates how one Council amended their sickness recording. It was identified that this has helped to demonstrate that the Council understands the situations facing staff. Their lone working procedures were also amended to recognise the risk of possible domestic abuse to lone workers.

Promoting the Policy

4.50 One research participant stated *"I am quite aware that people probably won't read it and actually understand what it means, as it's a bit off putting when you call it a policy."* Therefore key to raising awareness of domestic abuse is clearly communicating what the policy means for employees (for example see Figure 4.4).

Figure 4.4: Monmouthshire County Council, Development and Increasing Awareness

Monmouthshire County Council

Monmouthshire County Council originally implemented a domestic abuse workplace policy in 2007. This was reviewed in 2011 and more recently this year, 2013. The Council found the commission's toolkit very helpful throughout this process.

"We are already updating generic awareness of domestic abuse and sexual violence but this [implementation plan] is specifically targeted at access to the policy and how we as

a council can help staff."

The Council plans to implement a number of **practices to raise awareness**, these include:

- a Twitter campaign;
- posters with detachable stickers with helpline support numbers and the website address to access the policy;
- an article in the Team Spirit newsletter that is distributed to all staff; and
- the creation of a referral pathway to assist line managers in supporting employees experiencing domestic abuse.

In order **to support line managers and those experiencing domestic abuse**, the Council has three Domestic Abuse Champions, who work within HR. These Champions have been involved in reviewing the policy and have attended a one day training session. Their role is to assist in the embedding of policy into workplace practices and raising awareness of domestic abuse. They will be champions for line managers who require additional advice or support when assisting employees.

4.51 Other awareness raising activities have included: the promotion of White Ribbon day, poster campaigns, and links to the policy on the front page of the Intranet during Health week.

4.52 All organisations spoke of how their policy was available on their Intranet. However, many were honest in stating that it was not easily accessible (see Figures, 4.1, 4.4 and 4.5 for examples of how organisations increased the accessibility of the policy).

4.53 A Health Board has recently completed a three month awareness campaign and has been short listed for a national award for its work in relation to domestic abuse (see Figure 4.5). The campaign was seen to be very effective as the number of staff accessing domestic abuse training and the number of employees actively seeking information on domestic abuse has increased significantly.

Figure 4.5: Hywel Dda Health Board, Awareness Raising Campaign

Hywel Dda Health Board

The Health Board originally developed its policy in Autumn 2012, and it has recently been ratified (January 2013). The Commission's toolkit encouraged them to introduce a policy and it was a helpful tool.

When the policy went live in January, it was widely advertised. A link to the intranet site was emailed to over 9,000 staff and 250 hard copies were sent out to staff and public areas.

In conjunction with the policy going live the Health Board launched a three month **Domestic Abuse Awareness Campaign** on 25 November 2012 (White Ribbon Day) and ending on 14 February. The Board described how “*we are very much promoting that it is everybody's business*” and therefore the campaign was about raising awareness for service users and employees within the workplace. The campaign included:

- Roadshow Events across the main hospital sites.
- Development and dissemination of a resource pack (including background information, domestic abuse definition, statistical information, the risk indicator checklist (CAADA⁵ DASH⁶), guidance on how to make a MARAC referral, and a helpful contact list which included local and national organisations).
- Further development of a training package.
- Modification of the corporate induction to include information on the new domestic abuse workplace policy.

⁵ Co-ordinated Action Against Domestic Abuse (CAADA) is a national charity supporting a strong multi-agency response to domestic abuse.

⁶ DASH is the Domestic Abuse, Stalking and Honour Based Violence risk identification, assessment and management model.

Training

4.54 Research participants emphasised the importance of providing training on domestic abuse in supporting the policy and informing employees of the support mechanisms that are available to them. One organisation described how since they implemented domestic abuse training they had received a higher number of disclosures (see Figure 4.6).

“Although we knew statistically there was a problem, I don’t think we envisaged how readily staff would come forward when they realised that there were procedures and support mechanisms in place for them.”

Betsi Cadwaladr University Health Board

Figure 4.6: Betsi Cadwaladr University Health Board, Training and Support Systems

Betsi Cadwaladr University Health Board

The Health Board is currently in the process of reviewing its Domestic Abuse procedure in response to guidance from the Welsh Government and deciding the procedure should cover both service users and employees.

Domestic Abuse Training

The Health Board has made **domestic abuse training mandatory for all staff**. In response to the training, there have been a high number of disclosures from employees when they realise there are processes in place to support them. The training sessions are two hours in length, and include a virtual tour of where documents can be accessed and what is expected of them when a member of staff discloses information relating to domestic abuse. All line managers are invited back for further training.

"I've looked over the material provided by [the Commission] for the purpose of training because I think when you have health staff sat in training it's really important that it comes over that their needs are a priority to us and that the service users do not necessarily override the needs of the staff that we have in front of us."

In addition, the Health Board is also in the process of creating an **e-learning package** on domestic abuse; these materials were also influenced by the toolkit.

Supporting Employees

The Health Board formed a '**Domestic Abuse Workplace Safety Group**' in response to the number of staff reported cases. This Board is formed of the Delegated Lead for Domestic Abuse, Workforce Systems Manager, Head of Health and Safety, Violence and Aggression Case Manager, Site Security, and line managers are invited as required. The primary aim of the Board is to support line managers supporting staff. Meetings are held on a monthly basis, where cases are reviewed to ensure the appropriate measures are in place to support staff, for example changing shift patterns and provision of counselling from the occupational health department.

- 4.55 The Commission's materials were used by many organisations to inform and add value to the delivery of domestic abuse workplace policy training and the creation of materials for staff, including e-learning materials.
- 4.56 The 'it's our business – story of a domestic abuse survivor' video on the Commission's website was used by a number of organisations in their training sessions and was seen to be very valuable in illustrating the impact of domestic abuse. Those that had used the video stated that they would

encourage other organisations to do the same, as they have seen the impact it can make.

“You can stand there and talk all the facts and figures...but when you actually have a story of someone's experience that's much more powerful than the statistics that you can throw at anyone.”

Velindre NHS Trust

“When people see something that is reflective of a real situation, of real life, that's what generally tends to touch people much more”

Welsh Women's Aid

4.57 In addition to assisting with policy development and review, local groups have helped deliver domestic abuse training in partnership with public sector organisations. These have included local Women's Aid groups and the police.

Roles

4.58 A number of organisations have created additional roles for staff to support employees affected by domestic abuse and managers dealing with disclosures. These have included Domestic Abuse Liaison Coordinators (DALC) and Domestic Abuse Champions (for examples see Figure 4.4, Figure 4.7). Those organisations that have a Domestic Abuse Champion in position, referred to being influenced by the proposed minimum standards set through the 10,000 safer lives project.

4.59 In order to support the development and review of domestic abuse workplace policies, some organisations had set up working groups (for example see Figure 4.7).

Figure 4.7: Cardiff and Vale Health Board, creating new roles and groups

Health Board

The original policy was developed in 2008 and reviewed in February 2013.

The **Domestic Abuse Liaison Coordinator (DALC) Service** has been in place since 2008. The volunteers provide a signposting and informal counselling service for those employees affected by domestic abuse. The numbers of DALCs has decreased since the original scheme has been implemented and this is believed to be caused by a need for greater support for volunteers. The Health Board is currently addressing the need for volunteer support mechanism and the recruitment of further volunteers.

Domestic Abuse Working Group – The Board is currently in the process of creating a multi-professional group working group which focuses both on service users and employees. The Board will have a HR representative to ensure the workplace element is included. The Board will be looking into how to monitor the effectiveness of the policy in ensuring that the policy is in line with new legislation.

The Future

4.60 A number of research participants were aware that their policy required updating, however they were waiting for the Welsh Government's Violence Against Women Bill to be passed before making any reviews. Most employers were

keen to expand their existing domestic abuse policy to include all forms of violence against women.

- 4.61 Once the requirements of the Bill have been confirmed, these employers would look for additional support and guidance in order to review their policy. There may be an opportunity for the Commission to build on the success of the toolkit and include guidance which could support organisations to comply with the new legislation.
- 4.62 Providing a framework for a policy or examples of policy effective practice would be a useful for those employers that do not have a workplace policy in place. As previously mentioned there is a culture of informal practice sharing between organisations in the Welsh public sector. Although this should be encouraged, a framework and examples of effective practice would also help to ensure that what is being shared is aligned with recent legislation and guidance.
- 4.63 The toolkit is widely regarded as a positive resource for the public sector in Wales. The video provided by the Commission was seen as a key resource for employers in raising awareness of domestic abuse. Those that had used the video emphasised the impact it had and how it had supported the training. Therefore, these research participants stated that further inclusion of real life stories would only serve to further maximise impact of the toolkit.
- 4.64 A large proportion of employers were unsure on any statistical outcomes of their policy, although many were interested in guidance on how to measure this. One

employer described how their organisation had planned to set up an annual online survey for line managers. The survey would measure the number of times the line manager had accessed the policy and how many employees have been affected by domestic abuse.

4.65 Another employer described how they are planning to measure the number of reports of domestic abuse by victims through anonymous data provided by occupational health, the staff psychological service and HR.

5. Conclusions and Recommendations

Conclusions

5.1 This research has sought to:

- Establish a baseline to determine the extent to which domestic abuse workplace policies have been implemented across the public sector in Wales.
- identify the link between the ‘domestic abuse is your business toolkit’ and the development of domestic abuse workplace policies.
- identify any wider impact and outcomes from the Commission’s promotion of domestic abuse and workplace policies; and
- identify the impact of domestic abuse policies (whether developed as a result of the Commission’s toolkit or not) on workplace practices and attitudes, as well as on staff experiencing domestic abuse.

5.2 The following conclusions can be made:

- Public organisations across Wales are making positive progress in the introduction of domestic abuse workplace policies. In Wales, based on the responses to the baseline survey, 180,032 employees in devolved organisations are covered by a domestic abuse workplace policy.
- The Commission's toolkit helped to raise awareness of domestic abuse for both employers and employees. It allowed employers to recognise that domestic abuse was not a private matter and increased the dialogue surrounding the subject among staff.
- There is still work to be done to ensure that all public bodies in Wales have a domestic abuse policy in place. For these organisations the personal story and evidence base can help to drive change.
- Strategic partnerships are important in raising awareness of domestic abuse and the workplace. This has assisted in ensuring leaders buy-in.
- On the whole organisations found it difficult to quantify the impact of their policies. Some noted an increase in reporting. Others cited anecdotal evidence that managers had more confidence in being able to help staff experiencing domestic abuse, whilst employees felt better supported. It also led to changes to other workplace policies and the creation of specific supporting roles.

- The development of a domestic abuse workplace policy is not the end of the process. The main impact on employees is created through the mechanisms put in place to support the policy. These include training and awareness campaigns.
- The need was recognised for policies to be updated to meet the Welsh Government's proposed legislation to cover sexual violence and other forms of violence against women.

Recommendations

- 5.3 The research has identified several recommendations to help progress the adoption of domestic abuse workplace policies.

The Equality and Human Rights Commission

- Continue to promote the need for domestic abuse workplace policies to ensure all public sector organisations have a policy in place.
- Share the results of the baseline survey with others to influence future work
- Share the findings of 'Evaluating the impact of domestic abuse workplace policies in Wales' with Welsh Government, key stakeholders and employers.
- Update the domestic abuse is your business guidance to include all forms of violence against women in preparation for the proposed legislation.

Welsh Government

- Work with the Commission to update the domestic abuse is your business guidance to include all forms of violence against women.

Umbrella Bodies

- Continue to promote the need for workplace policies to ensure 100% take up within each sector.
- Work with employers to develop monitoring techniques in order to further the understanding of the impact of policies on staff.

Employers

- Adopt a domestic abuse workplace policy and support with training and an awareness raising campaign.
- Continue to raise awareness of domestic abuse and how employees can be supported through policies already implemented.
- Continue to share effective practice on the benefits of a workplace policy and related activities.

6. Appendix I – Welsh Context

- 6.1 In 2008 the Equality and Human Rights Commission Wales research, 'Who do you see?' found that 19 percent of the Welsh population believed domestic abuse was best handled as a private matter.
- 6.2 In responding to this the Commission welcomed the opportunity to work with a range of partners to develop a 'domestic abuse is your business' toolkit. This includes guidance for developing an effective domestic abuse policy, Bridget's story- the business case for taking action and a three minute digital story.

How fair is Wales?

- 6.3 The Commission's periodic report 'How fair is Wales?' assessed the greatest inequalities in Wales. Seven challenges emerged from this evidence, including the need to reduce the incidence of domestic abuse and sexual violence.
- 6.4 Evidence within How fair is Wales? shows that:
- one in four women report having experienced abuse since the age of 16
 - Domestic abuse results in the death of two women each week, devastates families and costs the UK economy an estimated £6bn a year

- women are twice as likely as men to be victims of sexual violence, or of non-sexual violence by their partner or family

6.5 The 'How fair is Wales?' evidence and challenges have assisted public authorities in setting their equality objectives as required by the public sector equality duty in Wales.

Right to be Safe

6.6 In recent years the violence against women policy framework has been underpinned by **The right to be safe strategy** which was published in March 2010 by the Welsh Government. This strategy built on the domestic abuse strategy (Tackling Domestic Abuse: A Partnership Approach) launched in 2005. The right to be safe broadened the agenda to include all forms of violence against women.

6.7 The six year strategy addresses the following four priorities:

- Prevention and Raising Awareness of Violence Against Women and Domestic Abuse.
- Providing Support for Victims and Children.
- Improving the Response of Criminal Justice Agencies.
- Improving the Response of Health Services and Other Agencies.

6.8 In order to deliver the strategy a three year implementation plan was launched. The implementation plan includes 90 actions to address the four priorities. The implementation plan included specific actions to encourage the

development of workplace policies on domestic abuse and violence against women. The **right to be safe annual reports 2010-2011 and 2011-2012** both explicitly acknowledge the Commission's support in addressing these actions. In 2011 the Commission hosted, in partnership with Welsh Government, conferences in north and south Wales for employers to raise awareness of the impact of domestic abuse amongst employers and encourage adoption of workplace policies.

Joint Council for Wales Joint Statement on Domestic Abuse

- 6.9 The Joint Council for Wales (JWC) is an all Wales forum where the Local Authority Employers in Wales and relevant Trade Unions meet on workforce issues. The JWC issued a joint statement on domestic abuse which included the elements that should be covered by employers' domestic abuse workplace policies. The Welsh Local Government Association (WLGA) produced a **Domestic Abuse in the Workplace Policy Protocol** in February 2011.
- 6.10 The Policy Protocol explicitly referred Local Authorities to the Commission's toolkit to support them to develop their own workplace policies.

Programme for Government

- 6.11 The Welsh Government's Programme for Government includes several commitments to progress the aim for everyone in Wales to live in a safe community, free from

violence and abuse. Commitments specifically addressing violence against women include:

- Introducing the Domestic Abuse Bill
- Through the 10,000 safer lives project ensure all relevant service providers and organisations are able to identify the signs of domestic abuse and effectively support individuals.
- Place a duty on relevant public sector bodies to have domestic abuse and violence against women strategies and monitor the action taken by public bodies to address violence against women.

10,000 Safer Lives Project

6.12 The **10,000 safer lives project** was commissioned by the Minister for Local Government and Communities and was published in July 2012. The project built on the learning from Kafka Brigade-led projects, which focussed on the service user perspective in relation delivering domestic abuse services by public authorities.

6.13 The 10,000 safer lives project has 11 minimum standards for the public sector in Wales to improve the quality of services experienced by victims of domestic abuse. These standards include having a domestic abuse workplace policy, a domestic abuse champion, a service user group and a clear framework for sharing information.

6.14 The project includes five practical steps for frontline staff to enable them to approach and support anyone suspected of experiencing domestic abuse. These five steps are to:

1. Ask
2. Respond first time
3. Take action early
4. Listen and share
5. Understand

White Paper: Consultation on Legislation to End Violence Against Women, Domestic Abuse and Sexual Violence

6.15 This White Paper seeks to further embed the strategies outlined above by providing a statutory duty on public sector employers to end violence against women, domestic abuse and sexual violence. The White Paper acknowledges the positive activity that is already taking place. However progress can now no longer rely on chance, goodwill and individuals to make a difference.

6.16 The White Paper also forms part of the fourth equality objective of the Welsh Government Strategic Equality Plan which focuses on how good relations can be fostered and reduce the incidence of violence against women.

6.17 The White Paper seeks to put on a legal footing the following three themes:

- Stronger leadership across public sector services in Wales that is independent, can monitor and challenge, and provide a strategic overview.
- Better education and awareness from the 'cradle to the grave', which includes the public, frontline staff and professionals.
- Strengthening and integrating services that are consistent, effective and of a quality standard.

6.18 The White Paper explicitly recognises the activities of the Commission to encourage employers to introduce domestic abuse workplace policies. However these policies are not currently standardised or monitored. Therefore the White Paper is proposing to place a duty on public sector employers to have a work place policy for violence against women, domestic abuse and sexual violence. This would be supported by developing all Wales guidance to ensure a standardised and consistent approach.

6.19 In addition to producing a workplace policy the White Paper also proposes placing a duty on relevant devolved public sector bodies to collaborate at a local and regional level to develop and implement strategies to reduce violence against women, domestic abuse and sexual violence.

The Third Sector

6.20 The Wales Violence Against Women Action Group is a coalition of organisations whose aim is to tackle violence

against women in Wales by raising awareness, challenging attitudes and pressing for change in Government policy.

6.21 The Violence Against Women Action Group has published 6 priorities that the proposed Ending Violence against Women Bill should include. This includes a specific priority for employers to know how to help female employees affected by violence and abuse. The Action Group believes this should be achieved by all employers developing and implementing a workplace violence against women policy. The Action Group explicitly acknowledges the toolkit produced by the Commission and considers that it could be easily expanded to include the private sector⁷ and all forms of violence against women.

⁷ In April 2013 the Commission and Chartered Institute of Personnel and Development launched guidance targeted at the private sector to help employers support staff experiencing domestic abuse.

7. Appendix II – Survey Distribution

7.1 The following organisations were directly invited to complete the online survey:

Local Government

- Blaenau Gwent County Borough Council
- Bridgend County Borough Council
- Caerphilly County Borough Council
- Cardiff Council
- Carmarthenshire County Council
- Ceredigion County Council
- Conwy County Council
- Denbighshire County Council
- Flintshire County Council
- Gwynedd County Council
- Merthyr Tydfil County Borough Council
- Monmouthshire County Council
- Neath Port Talbot County Borough Council
- Newport County Borough Council
- Pembrokeshire County Council
- Powys County Council
- Rhondda Cynon Taff Borough Council
- Swansea City and Borough Council
- Torfaen County Borough Council
- Vale of Glamorgan Council
- Wrexham County Borough Council

- Ynys Mon County Borough Council

Local Health Boards and Trusts

- Abertawe Bro Morgannwg University Health Board
- Aneurin Bevan Health Board
- Betsi Cadwaladr University Health Board
- Cardiff and Vale University Health Board
- Cwm Taff Health Board
- Hywel Dda Health Board
- Powys Teaching Health Board
- Public Health Wales
- Velindre NHS Trust
- Welsh Ambulance Services NHS Trust

Community Health Councils & Board

- Abertawe Bro Morgannwg Community Health Council
- Aneurin Bevan Community Health Council
- Betsi Cadwaladr Community Health Council
- Brecknock & Radnor Community Health Council
- Cardiff and Vale Community Health Council
- Community Health Council Board
- Cwm Taff Community Health Council
- Hywel Dda Community Health Council
- Montgomery Community Health Council

Universities

- Aberystwyth University
- Bangor University
- Cardiff Metropolitan University
- Cardiff University
- Glyndwr University
- Royal Welsh College of Music and Drama
- University of Glamorgan
- Swansea Metropolitan University of Wales Trinity St David
- Swansea University
- University of Wales, Newport

Colleges

- Bridgend College
- Cardiff and Vale College
- Coleg Ceredigion
- Coleg Gwent
- Coleg Harlech WEA (North Wales)
- Coleg Menai
- Coleg Morgannwg
- Coleg Powys
- Coleg Sir Gar
- Deeside College
- Gower College Swansea
- Grwp Llandrillo Menai
- Merthyr Tydfil College

- Neath Port Talbot College
- Pembrokeshire College
- St David's Catholic College
- WEA South Wales
- Yale College
- YMCA Wales Community Council
- Ystrad Mynach College

Fire and Rescue Services

- Mid and West Wales Fire and Rescue Service
- North Wales Fire and Rescue Service
- South Wales Fire and Rescue Service

Police

- South Wales Police
- North Wales Police
- Gwent Police
- Dyfed and Powys Police
- British Transport Police

Regulators

- Care and Social Services Inspectorate Wales
- Healthcare Inspectorate Wales
- HM's Chief Inspector Education & Training

- The Auditor General for Wales

Park Authorities

- Brecon Beacons National Park Authority
- Pembrokeshire Coast National Park Authority
- Snowdonia National Park Authority

Other Public Authorities

- Care Council for Wales
- Children's Commissioner for Wales
- General Teaching Council for Wales
- Higher Education Funding Council for Wales
- National Library of Wales
- National Museum of Wales
- Older Person's Commissioner for Wales
- Public Service Ombudsman Wales
- Royal Commission on the Ancient and Historical Monuments Wales
- The Arts Council of Wales
- The Countryside Council for Wales
- The Sports Council for Wales
- The Welsh Language Commissioner

Government

- The Assembly Commission
- Welsh Government

Other non devolved and Government bodies in Wales

- ACAS
- Animal Health and Veterinary Labs Agency
- BIS
- Charities Commission
- Crown Prosecution Service
- Companies House
- Dept for environment, food and rural affairs
- Driving standards agency
- DVLA
- DWP
- Environment Agency
- Food Standards Agency
- Health and Safety Executive
- HM's Revenue and Customs
- Highways Agency
- HM Courts and Tribunal Service
- Home Office
- The Insolvency Service
- Intellectual Property Office
- Jobs Centre Plus
- Legal Services Commission

- Local Government Boundary Commission
- Land Registry
- Maritime and Coastguard Agency
- Ministry of Justice
- National Offender Management Service
- Office of Rail Regulation
- ONS
- Royal Mint
- The Electoral Commission
- The Pension Service
- UKBA
- Valuation Office Agency
- Vehicle and Operator Services Agency
- Wales Probation Trust

8. Appendix III – ‘Top Ten Tips’

Recognise the Problem

1. Look for sudden changes in behaviour and/or changes in the quality of work performance for unexplained reasons despite a previously strong record.
2. Look for changes in the way an employee dresses i.e. excessive clothing on hot days, changes in the amount of make-up worn.

Respond

3. Believe an employee if they disclose experiencing domestic abuse - do not ask for proof.
4. Reassure the employee that the organisation has an understanding of how domestic abuse may affect their work performance and the support that can be offered.

Provide Support

5. Divert phone calls and email messages and look to change a phone extension if an employee is receiving harassing calls.
6. Agree with the employee what to tell colleagues and how they should respond if their ex/partner telephones or visits the workplace.

7. Ensure the employee does not work alone or in an isolated area and check that staff have arrangements for getting safely to and from home.
8. Keep a record of any incidents of abuse on the workplace, including persistent telephone calls, emails or visits to the workplace.
9. Put up domestic abuse helpline posters on the back of toilet doors.

Refer to the Appropriate Help

10. Have a list of the support services offered in your area that is easily accessible and refer employees to appropriate organisations that deal with domestic abuse.