



Pursuant to the Section 84 Order of the Charity Commission for England and Wales, dated 10 June 2019, this document is Oxfam GB's proposed action plan, with associated timetable, as approved by the Charity Commission. It sets out the reasonable steps by which Oxfam GB will, acting in the best interests of the charity, implement:

- a. Outstanding actions relating to recommendations made by the independent safeguarding review undertaken by Ineqe Group Ltd.
- b. The actions that Oxfam GB and/or its trading arm identify that Oxfam GB should take to adequately address the safeguarding risk management and assurance matters in respect of Oxfam's UK shops raised by the Commission in the inquiry report
- c. Relevant matters arising for Oxfam GB from the final report recommendations and findings of the Independent Commission on Sexual Misconduct, Accountability and Culture

The plan is divided into three parts, headed parts a, b and c as above.

In developing this action plan, Oxfam GB has consulted widely with colleagues in Oxfam GB and across the Oxfam Confederation. This action plan forms part of Oxfam GB's continued journey of improvement in relation to our safeguarding arrangements, as well as part of wider ongoing work in Oxfam GB and the Confederation in response to the findings of the Charity Commission's Statutory Inquiry and those of the Independent Commission on Sexual Misconduct, Accountability and Culture.

Caroline Thomson
Chair of Trustees on behalf of Council of Trustees

22 July 2019

Commission ref no. 329/1920
Case no. C-474224

PART (a): OUTSTANDING ACTIONS¹ RELATING TO INDEPENDENT SAFEGUARDING REVIEW RECOMMENDATIONS

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
<p>R2 <i>That Oxfam GB revisit each of the entries on the register for which no paperwork or file was made available to the Review. Where no clear outcome is recorded or where concerns are evident that cases have not been thoroughly dealt with, Oxfam GB should initiate contact with referrers and/or alleged victims to establish whether any ongoing risk exists or not.</i></p>	<p><i>Progress to end-June 2019</i> The Global Director of Safeguarding has examined the recorded outcome for each of the relevant entries on the Register and has determined that for most of these a clear outcome is recorded and there are no evident concerns that the cases have not been thoroughly dealt with. (We have documented the reasons for this decision for our records.) However, there are three cases he has decided require further review so we can decide what more we need to do to assure ourselves the cases have been thoroughly dealt with.</p> <p><i>Remaining action required</i> We will review our email and other records again to find more information about these three cases so that the Global Director of Safeguarding may determine what further action, if any, is required and action will be taken accordingly.</p>
<p>R13 <i>In order to achieve consistency in the formulation of terms of reference for safeguarding cases, Oxfam GB should include guidance and examples in the Consolidated Procedural Guidance document recommended in this review (see Recommendation 56 and 57).</i></p> <p><i>The guidance should be included in the Safeguarding Training Strategy and should be delivered as part of the safeguarding training for Designated Safeguarding</i></p>	<p><i>Progress to end-June 2019</i> Guidance around, and examples of, safeguarding terms of reference is being piloted within Oxfam GB as part of the Safeguarding Standard Operating Procedure (SOP).</p> <p>Oxfam GB had provided DSL training in March 2019 before much of the current SOP was completed. However, we have more recently provided training for newer DSLs which has included the SOP.</p>

¹ 1. The Charity Commission report published on 11 June stated that Oxfam GB had informed the Commission that it had completed actions relating to 59 of the Ineqe recommendations, with 20 recommendations outstanding. However, there was an error in the numbers Oxfam GB provided to the Commission. In fact, we had completed actions relating to 60 of the Ineqe recommendations, with 19 outstanding. 2. Further, Oxfam GB has informed the Commission that it has completed seven further actions since the report was published. The Commission is considering how it wishes at a later date to verify that Oxfam GB has completed the necessary actions. 3. This part of Oxfam GB's Action Plan addresses actions relating to the remaining 12 recommendations.

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
<p><i>Leads (DSL's), Regional Designated Officers (RDO's) and relevant decision makers.</i></p>	<p><i>Remaining action required</i> The SOP will be incorporated in the training for DSLs and relevant decision makers which will be rolled out by March 2020 (after country risk assessment training is complete: see section c, item 2.)</p>
<p>R19 <i>Oxfam GB should agree to work in collaboration to develop the new proposed safeguarding operations model outlined in Appendix D</i></p>	<p>Oxfam GB's Board of Trustees (Council) on 3/4 July 2019 will discuss and agree changes to safeguarding governance and operational structures. Council will review a range of governance options to replace the current Trustee Safeguarding Group (TSG). This will include the proposal outlined in the Independent Review's safeguarding operations model.</p> <p>Council will approve terms of reference by end-September and we will then commence recruitment for members of the new structure. Provided we can recruit in time, we will have the new structure in place by the end of the year.</p> <p>[Additional note provided by Oxfam GB following submission of the draft Action Plan: Council on 4 July decided to put in place a new Safeguarding & Ethics Committee of Council to replace TSG. Council agreed that this Committee should be chaired by a lead Trustee with appropriate safeguarding expertise. It will be clear in the Committee's terms of reference that the Chair has the right to raise with the Charity Commission any concerns the Chair may have about Oxfam GB's safeguarding arrangements which are not satisfactorily resolved by discussion with the Chair of Council (and similarly the right to report matters of concern to other external agencies, eg the police). Council also agreed that the Committee should have one or more independent expert members.]</p>
<p>R22 <i>The TSG or new Safeguarding Committee (Appendix D) should biannually review the findings of safeguarding audits. The auditing process should have clear terms of reference and identify trends, themes and patterns relating to subject of complaint and victim profiles, allegation types and investigation outcomes. Critically,</i></p>	<p>We will contract with external auditors who are safeguarding specialists to commence file audits for the last financial year 2018/19. This process will be undertaken in every future financial year.</p>

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
<p><i>all incomplete investigations should be considered and noted by the Trustee Safeguarding Group (TSG) or new Safeguarding Committee and presented to the Council as part of the annual safeguarding report.</i></p>	<p>The draft terms of reference for the audit will be provided by the auditors and reviewed by the operational Safeguarding Steering Group and by the TSG² to ensure their sufficiency.</p> <p>The Global Safeguarding Director will report to TSG and to Council every 6 months, supported annually (not biannually) by the external auditors' annual review of findings including subject of concern and victim profiles and allegation trends, themes and patterns. The report to TSG will include consideration of all incomplete investigations, which will also form part of the report to Council.</p> <p>(Our six-monthly report to trustees in between the annual external audit reports will be informed by the regular case reviews conducted by the Global Safeguarding Team manager.)</p>
<p>R27 <i>Oxfam GB should align the action for reviewing the Safeguarding Risk Management approach with the proposals for a Learning & Improvement Framework so that there is one process to assist strategy development, quality assurance and improvement.</i></p>	<p><i>Progress to end-June 2019</i> We have completed training on the use of new country- specific safeguarding risk assessment templates in 4 of the 5 regions³ globally where Oxfam GB works. (The templates include a country-specific safeguarding analysis – which will be used to guide the advice given by the Safeguarding Team in relation to allegations in that country and which the Country Directors will be expected to refresh each year.)</p> <p>As part of the roll out training, Country Directors have been asked to return the completed risk assessments to the Safeguarding Team within two months - with oversight from their Regional Directors.</p> <p><i>Remaining action required</i> This training is scheduled to take place for the remaining region (Asia) by the end of October 2019.</p>

² Where Oxfam GB's actions refer to the Trustee Safeguarding Group (TSG), this includes in due course the governance body which is planned to replace it – the Safeguarding & Ethics Committee of Council.

³ Oxfam GB is Executing Affiliate in 5 regions globally: SAF = Southern Africa; HECA = Horn, East & Central Africa; WAF = West Africa; MENA = Middle East and North Africa; and Asia

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
	<p>As we receive the completed risk assessments, we will incorporate the learnings from them into our Learning and Development work.</p> <p>We will be able to take an overall view of risks which we should incorporate into our Framework after we have received the risk assessments from all five regions, which we expect to be by end-December 2019.</p> <p>TSG will receive in January and March 2020 a report from the Global Director of Safeguarding on the progress of this exercise and on the implications of the risk assessment information received.</p>
<p>R35 <i>The Review recommends that Oxfam GB should rapidly engage other cross-agency forums to explore opportunities to develop the role of an RDO on a cross-NGO basis. Developing in-country capacity across a range of NGOs is likely to increase the capacity, stability and sustainability of this role, alongside providing opportunities for NGOs to access peer support and ‘off-line’ investigations by qualified individuals with no employment relationship.</i></p>	<p>We are engaged with a number of forums and other NGO’s on this and other issues and will further engage with a number of cross-agency forums by September 2019 to request a discussion on this.</p> <p>We will report regularly to Trustees (via the TSG) with an overview of cross-sector activities and outcomes – beginning at the November 2019 meeting. We will also inform the Charity Commission and DfID in November of what material outcomes we then expect from the discussions – and when.</p>
<p>R36 <i>Oxfam GB should update their policies as set out in these recommendations and the main body of the report. The Charity will need to develop a clear plan to ensure their development and implementation.</i></p>	<p>Progress to end-June 2019 The updated Child Safeguarding and Protection from Sexual Exploitation & Abuse (PSEA) policies were updated in April 2019.</p> <p>Oxfam GB strengthened its Adult Safeguarding Policy in May 2018.</p> <p>Remaining action required We will update the Adult Safeguarding Policy again in July 2019 (in preference, with a Confederation-wide Policy if it is complete or, if not, a revised Oxfam GB Policy).</p> <p>A Survivor Policy is in production for the whole Oxfam Confederation. In the meantime, we have procedures in place to signpost to and arrange survivor support. Oxfam GB will adopt a Survivor Policy (in preference, the</p>

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
	<p>Confederation Policy if complete or, if not, an Oxfam GB Policy) by end July 2019.</p> <p>The Policy work will include clear implementation plans, including training for safeguarding focal points (DSLs) on the Survivor Policy.</p>
<p>R39 <i>That Oxfam GB's Code of Conduct should be revised at its next review as follows (in summary):</i></p> <ul style="list-style-type: none"> • <i>to state that the listed examples of behaviour are not exhaustive;</i> • <i>to reference expected behaviour in identifying and reporting safeguarding concerns;</i> • <i>to describe where employees can access advice if they are unsure about the 'right thing to do';</i> • <i>to include the Adult Safeguarding Policy in the section listing supporting policies.</i> 	<p>The Code of Conduct is a Confederation wide document which incorporates within it affiliate policies via links. A revised Code was implemented across the Confederation in October 2017 and reviewed in December 2018. The proposed amendments will be taken into account as part of Oxfam International's stocktake in 2020 of what changes or clarifications need to be made to the Code and when.</p> <p>In the meantime, Ineqe's suggested content will be incorporated into Oxfam GB's Code of Conduct training from September 2019</p>
<p>R40 <i>Whilst recognising that the various legal jurisdictions in which Oxfam GB operates might limit their ability to intervene effectively, the Code of Conduct should be rewritten to ensure that local customs and cultural practices that present safeguarding risks to both children and adults (e.g. FGM) are not perceived to be endorsed or tolerated by Oxfam GB</i></p>	<p><i>Progress to end-June 2019</i> Our Code of Conduct training which has been rolled out across the Confederation (and induction e-learning) provides clarity on this point.</p> <p><i>Remaining action required</i> Over the next six months we will seek to clarify in further engagements with the Confederation how the complex issues might be resolved. It will be taken into account as part of the Code of Conduct stocktake in 2020. Please see feedback on Recommendation 39.</p>
<p>R63 <i>Effectiveness Reviews should be developed to include safeguarding, either as a stand-alone discipline or as a defined element requiring consideration within each of the defined themes.</i></p>	<p>Effectiveness Reviews will be incorporated into all our Global Safeguarding Team activity on an ongoing basis.</p> <p>Separately from our safeguarding arrangements, the risk 'Oxfam GB fails to understand the risk of harm to others from its operations' will be monitored through the regular Controlled Self-Assessment audit process.</p>

Independent Safeguarding Review Recommendation	Oxfam GB Action Commitment
<p>R78 <i>In order to maintain clear oversight on training delivery across its international and UK workforce, Oxfam GB's learning management system (LMS) should be developed to provide specific prompts for refresher training.</i></p>	<p>It is not possible to develop our LMS system to send reminders at this time. However, this does not stop us from ensuring that refresher training is rolled out in a timely manner and adherence can be tracked and reported on the system. Doing so via our LMS is part of ongoing wider work. Refresher training will be instigated and included in the safeguarding training plans by March 2020.</p>
<p>R79 <i>In order to maintain a robust overview of safeguarding training, Oxfam GB should develop and implement a training evaluation framework that captures information and involves analysis in the 4 related areas set out in detail in the Recommendation as published.</i></p> <p><i>To oversee and coordinate safeguarding training delivery, Oxfam GB should consider creating a dedicated resource to manage this activity.</i></p>	<p><i>Progress to end-June 2019</i> Training evaluation already undertaken.</p> <p><i>Remaining action required</i> Evaluation frameworks now being developed to underpin all training activity.</p> <p>Highlights and trends from training delivery and evaluation data will be reported to the TSG as part of its oversight of Oxfam GB's safeguarding awareness, prevention and deterrence measures.</p> <p>We have currently decided not to take on dedicated resource to manage this activity but will keep this under review as part of our safeguarding Maturity Model and strategy refresh (see part c of this Plan). In the meantime, we have oversight and coordination via a training lead for the Confederation whose responsibility includes coordination of all training including for OGB. We have a report setting out what we have completed, as well as the gaps which need to be filled in the rest of the year.</p>

PART (b): RISK MANAGEMENT & ASSURANCE MATTERS IN RESPECT OF OXFAM GB'S UK⁴ SHOPS

Oxfam GB Action Commitment
<p>1. An additional full time paid Internal Auditor role will be recruited to support this work Recruitment will commence July 2019, and will assume a start date of mid-October 2019.</p> <p>If timely recruitment not successful, will use agency resource to complete this work. Agency identified whom Oxfam Trading have worked with previously.</p>
<p>2. The new audit role will be targeted with completing the shops which are overdue an audit (80% of time), as well as with recruiting additional volunteer auditors to support the national volunteer team (20% of time) These outstanding audits will be completed by the end of February 2020.</p>
<p>3. A report will be provided quarterly to the Trading Lead Trustee as well as to the Trustee Audit and Finance Group Reports will detail progress on outstanding shop audits; audit activity and trends; details of unsatisfactory audits and management actions to address them. The report will also include details of compliance for safeguarding specific items such as volunteer workers risk assessments.</p>
<p>4. Prior to March 2020, we will review the impact of the additional resource and determine what resource will be required for the following year, increasing this if necessary</p>
<p>5. All shop managers and deputies are currently receiving Safeguarding Level 2 Training which will be completed by February 2020 Volunteer Worker risk assessments are explained and discussed at these training events.</p>
<p>6. Specifically, for volunteer worker risk assessments, a target of 95% compliance will be introduced and communicated to the shop network</p>
<p>7. Training will be provided at every area meeting of shop managers (32 meetings) before the end of March 2020, with a detailed update and reminder of <u>all</u> the requirements that Oxfam has for the recruitment and management of volunteers.</p> <p>This will include the requirement to complete a volunteer workers risk assessment for every individual who volunteers with Oxfam.</p> <p>These meetings will be mandatory, attendance will be recorded, and participants asked to complete a survey afterwards to confirm their knowledge and understanding of Oxfam's requirements.</p>

⁴ Oxfam GB operates the Oxfam shops in England, Wales and Scotland but not those in Northern Ireland – which are operated by Oxfam Ireland and therefore not covered by this Plan

Oxfam GB Action Commitment

8. Internal auditors will continue to check on compliance and report to the Trading Leadership Team and the Trading Lead Trustee about our performance in this area

9. We will review our approach to tolerance levels within the internal audit schedule of questions, and will prioritise those questions around safeguarding of volunteers and staff

Additional weighting will be given to this area, as well as one or two key areas of financial risk management.

This new approach will be introduced from 1st October 2019 and we will review a sample of audits completed between then and the end of January 2020 to assess the impact.

Existing volunteer auditors will need to be briefed on this issue thoroughly and this will be managed by the new Trading Internal Auditor role.

10. The Trading Internal Audit Manager will provide a detailed operational report on a quarterly basis to the Head of Retail, highlighting shops with unsatisfactory audit reports and requiring a management action plan to respond to areas of noncompliance. This will include volunteer workers risk assessments.

This report, with the actions taken, will then subsequently be presented to the Trading Leadership Team, and copied to the Trading Lead Trustee, in the month following the issue of the report to the Head of Retail.

All such actions and responses will then be summarised on an at least six-monthly basis, for the Trading Internal Audit Report provided to the Trustee Audit and Finance Group

11. A quarterly report is now provided to the Trading Lead Trustee, detailing to date all the actions that we have committed to in relation to safeguarding and the Charity Commission's Inquiry

An additional report (#3 in report list below) will now be provided to include the actions we have agreed to in relation to the risk management of shops and the internal audit processes

Reporting to Trustees:

1. Quarterly reporting to be introduced for internal audit of shops
2. Quarterly reporting started for Safeguarding and this will continue.
3. Quarterly operational report will be provided by Trading Internal Audit Manager to the Retail Operations Team, reporting on noncompliance, and using a management action plan to inform trustees on a quarterly basis.

PART (c): RELEVANT MATTERS FROM INDEPENDENT COMMISSION RECOMMENDATIONS & FINDINGS

Action #	Oxfam GB Action
1.	<p><i>We will develop and adopt a standards-based maturity model for Oxfam’s safeguarding work - so that we work continuously to achieve safeguarding excellence</i></p> <p>This model will build and apply a first level set of Oxfam standards and will incorporate a refreshed Oxfam GB Safeguarding Strategy to 2021. These standards will guide Oxfam GB on how to embed safeguarding and ethical behaviour, contribute towards our target culture of zero-tolerance and better support survivors to recover and rebuild their lives. The model will drive longer-term change, by helping Trustees and Leadership Team identify strengths and areas for development over a series of “levels” of work to further enhance the safeguarding approach.</p>
2.	<p><i>We will strengthen our mandatory safeguarding risk assessment and mitigation planning in International Programme- so that we understand – and seek effectively to manage - the risks our work may pose to the people we come into contact with</i></p> <p><i>Progress to end-June 2019</i></p> <p>We have developed a risk assessment process for projects⁵, programmes⁶ and functional areas⁷ in International Programme which evaluates the risk that Oxfam’s staff, operations, programmes and partners may pose to the people it contacts.</p> <p>The risk template includes specific questions around what contact partner staff (amongst others) will have with children, young people, women and vulnerable adults through working with Oxfam. It also asks whether partners would benefit from increased safeguarding knowledge and, if so, what Oxfam could do to meet this need.</p>

⁵ A **project** in Oxfam is a group of activities or interventions with a well-defined target group and implementation period. It aims to achieve a set of outputs or outcomes that will contribute to bringing about changes in people’s lives.

⁶ A **programme** is a set of strategically aligned, mutually reinforcing interventions – by Oxfam and others – that contributes to sustained, positive impact on poor people’s lives.

⁷ Functional area means those divisions of Oxfam GB operating within International Programme countries, e.g. HR staff in country, in relation to which the Regional or Country Director decide that it is necessary or desirable to conduct a safeguarding risk assessment.

Action #	Oxfam GB Action
	<p>The template also includes a clear safeguarding risk mitigation plan for projects, programmes and functional areas which are assessed as carrying a safeguarding risk. This plan will address the risks identified in the risk assessment process and will be systematically incorporated into existing business. Oversight of the adoption of these plans will form an integral part of Oxfam GB's quarterly risk review with countries.</p> <p>At the same time as completing the safeguarding risk template, Country Directors are required to complete a country-specific "risk mapping analysis" which will assist the Safeguarding Team in giving advice and, crucially, survivor support in relation to any allegations in that country. For example, the analysis includes details of local health, welfare and other survivor support services – such as women's centres /refuges or safe housing- that may be accessed as part of safeguarding response.</p> <p>We have completed Country Director training on the safeguarding risk template in four of the five regions where Oxfam GB is Executing Affiliate and will complete training in the remaining region (Asia) by October 2019. Following training, Country Directors are required to return their completed country risk template and safeguarding risk mitigation plan to the Safeguarding Team within two months (to be reviewed and updated as necessary at least annually).</p> <p>Country Directors will then be responsible for rolling out the risk assessment process to their country programmes and projects.</p> <p>The key risks have been built into our organisational level risk planning and implementation and a new 'Risk and Assurance Framework' has been developed. The Framework forms part of the organisation's Strategic Risk Register and is reflected in our Corporate Priorities for 2019/20.</p> <p>Remaining action required</p> <p>The risk 'Oxfam GB fails to understand the risk of harm to others from its operations' will be monitored (via project, programme, country, regional and corporate level risks) with regular reporting of progress and actions to the Trustees, including through the regular Controlled Self-Assessment audit process.</p> <p>We will report to the TSG on the risks and trends identified by the completed risk templates.</p> <p>We are again adopting a maturity model approach: our first level action will be to include safeguarding risk assessments in all new International Programme programmes and projects. Our second level action will be to include the assessments in those existing Programme and projects which are assessed as posing a greater safeguarding risk with a budget of £2m or over and which still have 3 months or more to run.</p>

Action #	Oxfam GB Action
	Also as part of the maturity model approach, we will review the content of the risk assessment template in future years: for example, to consider including additional issues of vulnerability such as age, gender, race and religion.
3.	<p><i>We will undertake a safe programming project to deliver a standard “Safe Programmes Framework” which will strengthen project design, risk analysis and management strategies</i></p> <p>Safe Programming is an approach focussed on identifying, preventing and mitigating risks (which will always include risks around sexual exploitation and abuse) in programme operations, and taking action using an adaptive management approach. We will undertake this work along with Oxfam International (OI’s) Global Humanitarian Team (GHT). Further Oxfam GB has allocated £90,000 to work closely with OI to support the finalisation and socialisation of the Safe Programmes Framework and its integration into standard tools, including the OI Common Approaches to Programme Design.</p> <p>As part of this work, GHT will train all its staff in Safe Programming in 2019-20, and will make available up to three grants of up to £50,000 to country programmes to develop innovative pilots on Safe Programming.</p>
4.	<p><i>We will rapidly assess all allegations referred to us by the Independent Commission and decide what Oxfam action is feasible in relation to all such allegations which involve Oxfam GB employees, partners or volunteers. We will report to the Charity Commission on what we decide to do and on progress</i></p> <p>Where feasible we will conduct investigations where the survivor(s) consent(s) and the threshold for investigation in our Standard Operating Procedure of Safeguarding investigations is met.</p> <p>We take this opportunity to assure the Commission that we have assessed all such allegations very quickly after they have been referred to us, reporting throughout to the Charity Commission – and would continue to do so if any further allegations were referred. The February 2020 completion date is to allow for any investigations to be conducted and for assessment and investigation outcomes to be reported to the Charity Commission.</p>
5.	<p><i>We will better understand why people in our Programme countries are reluctant to report misconduct to us – so that we can start to break down the barriers to reporting</i></p> <p>Oxfam GB, in common with other NGOs, receives few allegations of misconduct from community members in our Executing Affiliate countries.</p>

Action #	Oxfam GB Action
	<p>We will conduct field research to improve our understanding of the gaps, barriers and needs relating to perceptions of and experiences with misconduct reporting among community members and field staff. This will be an iterative process, with discussions on the research outcomes taking place, and findings socialised and fed into solution designs, after the research has been completed in each country.</p> <p>We are collaborating with others in the sector depending on the context. For example, in Myanmar we are closely working with local partners on this.</p> <p>We will share our learning with the wider sector.</p>
6.	<p><i>We will improve our communications with people who report safeguarding allegations to us – so that they can be more confident in our people and our processes</i></p> <p>We will revise our Safeguarding Team Standard Operating Procedures (SOP) to ensure that whistle-blowers and survivors are informed (where we have their contact details) that we have received their report and that we notify them when we have taken action and closed our case.</p> <p>(Where the person who has reported the concerns is not the survivor, we will not give details of the investigation or its outcome)</p>
7.	<p><i>We will promote staff dialogues about Oxfam’s culture and feminist principles, inviting our staff to reflect on what they can do to contribute to change and discussing what the challenges are when it comes to living our values and practising our feminist principles</i></p> <p>The dialogues will build on the outcomes of Oxfam’s recent culture survey as well as the Charity Commission and Independent Commission reports. The focus of the dialogues will be broader than safeguarding and will give space for people to explore different aspects of culture and power.</p> <p>By December 2019, we will have undertaken the next phase of culture workshops. Further, Oxfam GB will socialise new feminist principles and our existing feminist leadership model, with a strong focus on power – starting in October 2019 quarterly conversations available to all Oxfam GB staff (via a mix of face-to-face UK sessions and webinars) to discuss in a safe and informal space what feminist principles and leadership are, explore why Oxfam has taken this approach and what this means for all of us.</p>

Action #	Oxfam GB Action
	<p>We will review the outputs and outcomes of the feminist principle dialogues by asking participants to commit to specific things they will do differently in future – and following up with participants on that commitment three months later. We will feedback at least six-monthly to Trustees on the themes raised by staff in the workshops/ dialogues and any actions or initiatives taken to address those themes.</p>
8.	<p><i>Oxfam leaders⁸ undertake a comprehensive – and anonymous 360-degree feedback review – so that our leaders are held accountable for how they demonstrate and deliver our values and expected behaviours</i></p> <p>We will launch a 360-degree senior management anonymised feedback and development tool for use with all members of Oxfam International’s and Oxfam GB’s Leadership Teams and all Oxfam Country Directors.</p> <p>The aim of the report generated by the system will be to support our leaders’ personal and professional development. The final output will therefore be a personal development plan to which leaders will be held accountable in this journey of achieving lasting and positive culture change.</p>
9.	<p><i>We will do even more in our adoption of “safer recruitment” practices - our goal is to screen out people who don’t share our values</i></p> <p><i>Progress to end-June 2019</i></p> <p>We have strengthened elements of recruitment to ensure safer recruitment processes, so that potential abusers are discouraged from applying for positions and/or are removed during the selection process. Values-driven and other safer recruitment questions are now being asked in all Oxfam GB interviews, informed by the outcome of a safer recruitment consultation which we commissioned to review our recruitment systems.</p> <p>Recruitment processes now include prompts for hiring managers to confirm that they are ‘recruitment skills trained’.</p> <p>Recruitment training includes a strengthened Safeguarding component.</p>

⁸ All members of Oxfam International and Oxfam GB’s Leadership Teams and all Oxfam Country Directors

Action #	Oxfam GB Action
	<p><i>Remaining action required</i> By December 2019, we will implement procedures to require interviewers to have the relevant experience and knowledge of current safeguarding process where roles require enhanced safeguarding competencies. These procedures are:</p> <ul style="list-style-type: none"> • To train HR Personnel in countries where Oxfam GB has staff on recruitment process (including safeguarding) • To devise refreshed recruitment training for recruiting managers and deliver that training through six Recruitment & Selection courses (through a mix of face-to-face UK sessions and webinars).
10.	<p><i>We will convene a sector-wide discussion around the Independent Commission report and the sector's response to it – so that we engage other NGOs in our journey of improvement, justice and reparations</i></p> <p>This will be delivered in collaboration with Oxfam International's Associate Director of Safeguarding and with the Gender & Development Network, to which Oxfam GB has committed funding for this project.</p> <p>As part of this, we will share with other NGOs across the sector in the UK, Oxfam GB's proposals and/or scoping papers into achieving justice and reparations for survivors.</p>

APPROVED BY OXFAM GB'S COUNCIL OF TRUSTEES 30 June 2019

End of document