



We Are EachOther

OUR STRATEGY FOR 2021 AND BEYOND

Contents

3

Summary

5

Values

7

Context

10

Strategy

12

Theory

14

Approach

17

History

19

Structure

20

SWOT

22

Plan

28

Impact

Summary

This strategy lays out what EachOther stands for, explains our medium-term plan and signals our future direction.

We believe human rights matter, and there is more that unites than divides us. As 2021 begins though, our rights are under sustained attack. Powerful politicians plan to dismantle them, Brexit is set to erode them and popular newspapers have undermined them for years. The Black Lives Matter movement has shown how far we still have to go to make real the right to protection from discrimination in this country. Meanwhile, as Covid-19 ravages the nation's health, lockdowns curtail our rights and freedoms in ways that demand scrutiny.

Against that backdrop, EachOther's storytelling puts the *human* into human rights. We tell news stories that inform and personal stories that inspire and, in doing so, we build public understanding and support for human rights. We hope that more people will then speak up for our rights when they are threatened, putting pressure on politicians to do the same. By creating the conditions for more people to stand up for their rights, we can defend our human rights architecture whilst cultivating a culture of human rights in the UK. This, in turn, can open up the possibility of the UK acting as a beacon for human rights on the global stage.

Our theory of change recognizes there is a spectrum of public opinion towards human rights in the UK. Nonetheless, rights protect everyone, so we strive to reach into every section of society. Our filmmaking and independent journalism generate a wide range of multimedia content on our website and social media channels to engage a host of different audiences. We empower those whose rights are endangered to tell their own inspirational stories. By amplifying their voices, we can help people connect across perceived divides.

Our approach is to open minds by pushing boundaries and introducing people to different perspectives. We try to educate people about their rights, without patronizing them. We endeavour to support people to speak for themselves, rather than speaking for or over them. We are optimistic, prize conversation over confrontation, and hope to help build a movement rather than acting alone. We are unafraid to experiment in terms of form and style, but will not compromise on journalistic rigour or integrity. Our aim is to ensure that, post-pandemic, the position held by human rights in the public imagination is better than it was before.

EachOther's business plan for 2021 has five components:

- **build on our existing strengths and successes** – both written and video
- **expand our range of state-of-the-art assets**, including audio, to articulate the relevance, importance and immediacy of human rights
- **forge partnerships with those who share our values to lift each other up**, collaborating internally between teams and externally with

likeminded organisations to harness each other's prowess and access each other's networks

- **drive the organization to the next level by growing strategically**, not only in terms of output and people, but also quality – modelling best practice in both our operation and governance
- **raise more funds to maximise our impact**, putting our medium-term finances on a stable footing, securing multi-year core funding from trusts and foundations while diversifying our income streams.

Briefly, we will expand our reach; broaden the range of people in our audience; and ensure we make a difference to individuals and at scale.

This strategy puts the human into human rights. It fosters a solidarity born of respect for each person's equal dignity and worth. EachOther's mission is to make human rights more than an abstract, legal concept. We show how the human rights that are tested in courtrooms are exercised and violated in the world around us every day. Our rights are something we must flex and exercise: ignored and unused, they can wither. The challenge is greater in a time of social distancing and an era of virtual communication, but the aim of our work is to kindle empathy. That way, we can show we are not alone.

We are EachOther.

Andy Hull
Chief Executive
December 2020



Values

Two core values motivate our work at EachOther.

Human rights matter

Rooted in the essential dignity of every person, human rights keep our society just, equal and fair. They protect all of us, in every walk of life. They include, for example, rights to life, liberty and freedom of expression. They guard us against discrimination and the abuse of power. They apply at work, at home, at school – everywhere. Enshrined in our laws, they are a proud, hard-won part of our British heritage. If we lose them, we will all be worse off, but it is already marginalised people who will pay the highest price. The concept of human rights has been much abused – invoked scornfully by those suspicious of them and exploited to score cheap political points. We believe it can and must be reclaimed.

human rights architecture stand. Sometimes, though, amid fractious politics, culture wars and narrowcast news, it can be hard to find. We uncover it through our storytelling, helping people to share a moment there, putting their differences aside. We believe that message has even greater resonance at a time when contagion has left our shared frailties and our fundamental interdependence starkly exposed.

Everything EachOther does should connect with and promote these values.

There is more that unites than divides us

At the heart of the notion of human rights lies the belief that we all share a common humanity, equal in value and worth. We believe that we have more in common with each other than that which divides us. It is this commonality which enables people from markedly different backgrounds to empathise with one another. That common ground is the bedrock on which the foundations of our

“Rooted in the essential dignity of every person, human rights keep our society just, equal and fair.”



Still from our series 'Big Questions' with Children Commissioner for England Anne Longfield 2020

Context

The environment in which EachOther brings these values to life is hostile.

Political undercurrents

At the beginning of the 2020s, we find ourselves in an uncertain and divided UK. Amid the economic instability and political rancour, our human rights, not for the first time, are under threat. In the general election manifesto on which the current government stood, they committed to ‘look at the broader aspects of our constitution... update the Human Rights Act... [and] ensure that judicial review is not abused to conduct politics by another means’. Many in civil society fear what these promises portend for our rights. The formal review of JR has begun, with noises off suggesting the government will turn its attention to the HRA in 2021. Meanwhile, the erosion of our rights and the rule of law is already under way, with the Overseas Operations Bill effectively setting a time limit on justice, even for heinous crimes such as torture; with the Covert Human Intelligence Sources Bill extending to multiple agencies permission to commit crimes without sufficient scrutiny; and with the Internal Market Bill threatening to breach international law.

Media monsterring

The threats our human rights now face though have been many years in the making. Decades of corrosive polemic in much of the UK’s mainstream media have given human rights a bad name in the minds of some, rendering the phrase itself toxic in certain quarters. Counterpoint’s analysis in 2015 of the UK media’s portrayal of human rights concluded that the frame adopted in the majority (70%) of coverage is a negative one. Newspapers often portray human rights as a threat to sovereignty or national security. They caricature human rights as only protecting terrorists, paedophiles or prisoners. They suggest human rights are the product of political correctness gone mad, an over-zealous approach to health and safety or excessive European integration. To an extent, that hatchet job has been working.

Brexit

The UK's withdrawal from the European Union will take effect at the end of January 2021. Our departure from the EU does not automatically affect the UK's status as a signatory to the European Convention on Human Rights (ECHR), which is an international treaty distinct from the EU, or our ability to take cases to the European Court of Human Rights. However, it stands in other ways to have a serious impact on our human rights. It will mean that the EU Charter of Fundamental Rights will no longer apply in the UK, watering down the mechanisms available to people here to protect their rights; limiting the facility to update our rights; and leaving gaps in our rights framework, for instance concerning children's best interests and conscientious objection to military service. Meanwhile, both the Home Secretary and Foreign Secretary have criticised the ECHR, and the Prime Minister's erstwhile chief advisor has written of his personal desire for the UK to leave it.

The Withdrawal Agreement Act 2020 abandoned pledges which appeared in earlier versions of the bill to align with the EU on workers' rights and environmental protections. It watered down legal protections for lone child refugees reunited with family members in the UK. It also jettisoned the UK-wide backstop, an insurance plan to prevent a need for a hard border on the island of Ireland if the UK fails to negotiate a trade deal with Europe by the end of 2020. Such a hard border could have severe implications for human rights and disrupt the fragile peace that has existed in Northern Ireland since the Good Friday Agreement was signed two decades ago. This prospect in particular is of concern to the Democrat President Elect of a deeply riven United States.

Black Lives Matter

The human right to protection from discrimination, in particular on the grounds of race, has been prominent on the world stage in 2020, due in large part to the resurgent Black Lives Matter movement following the brutal killing by American police of unarmed black man, George Floyd. As we enter 2021, the challenge of racism here in the UK remains a live one.

Black Britons are more likely than their white counterparts to have their grades underestimated by teachers, to be excluded from school, to be stopped and searched or tasered by police, to be incarcerated, and to get harsher prison sentences. Much of this disparity boils down to systemic racism in the modern UK. The human rights sector here should have been more alive to this challenge and we must all up our game on it now.

The era of Covid-19

The challenges our rights faced were already formidable, and then Coronavirus struck. It is likely that the worldwide pandemic we are living through now will affect human societies more dramatically than either the terrorist attacks of September 11th 2001 or the global financial crash of 2008. It is possible a Greater Depression is coming, with the UK's economy hit harder than any in Europe. If post-crisis retrenchment means further austerity, exacerbating inequality, we could easily witness a backslide into polarisation and populism, the signs of which were already showing before the outbreak came.

Context

Meanwhile, we are all in the same storm, but not the same boat. Coronavirus is no leveller. Members of disadvantaged communities are much more likely to live in conditions and work in roles which heighten their exposure to the virus. Inequality is a pre-existing condition, leaving the worse-off more vulnerable to the disease.

Even in the teeth of the current crisis, our rights are not a second-order consideration. They speak urgently to our basic entitlements to health, education, housing, and more. As a result of Covid-19 and the policy decisions made in response to it, older people have died in care homes, cancer patients are missing operations as hospital resources are reprioritised, workers in many sectors have lost their livelihoods, and children with limited information technology have missed out on school. Despite the vaccine rollout now beginning, with the second wave of the virus breaking all around us, intermittent lockdowns appear unavoidable well into 2021.

Meanwhile, the Coronavirus Act and associated regulations represent the farthest-reaching expansion of state power in our lifetime. They impinge temporarily on many of our rights, not least the freedom to leave our home. But this virus must not become a pretext used by governments to infringe our rights in the longer term.

Human rights were built from and for such crises. They are a necessity, not a nicety, amid this tempest. They exist to protect all of us, they are the same for us all, and they matter now more than ever.



Stills from our documentary 'Excluded' 2020

Strategy

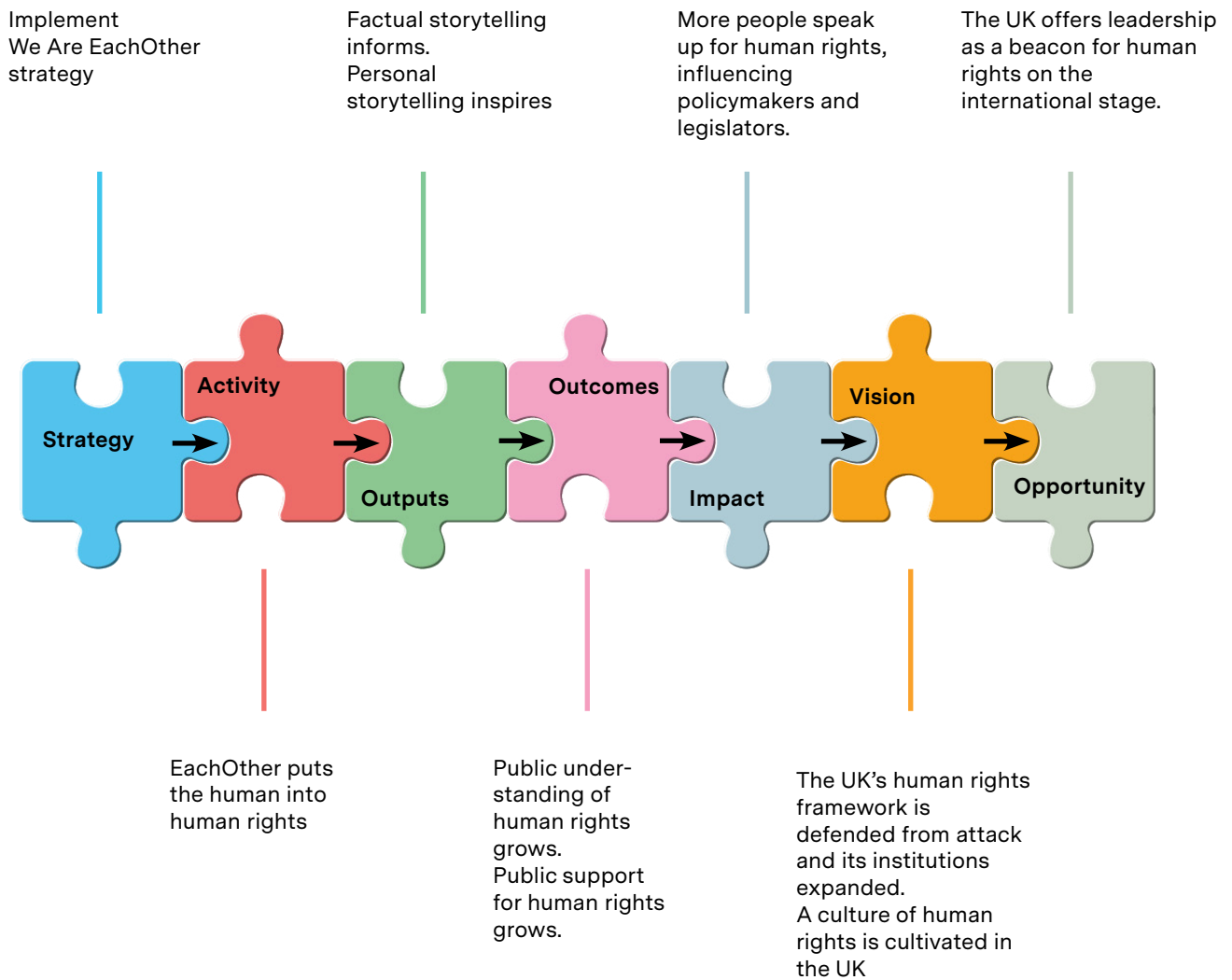


Still from our documentary 'Excluded' - illustration © Jon Sack 2020

Against that unforgiving backdrop, EachOther has a strategy to help bring about its abiding vision of a future UK in which everyone feels collective ownership of our human rights, cherishes and stands up for them. Our strategy is geared to help usher in a world in which people recognise human rights – and the universal principles that underpin them – as a positive expression of our common humanity.

If we can realize that vision, we can open up the possibility of the UK – with the role it retains on the G7 and its renewed position on the UN Human Rights Council – exerting a progressive influence over other countries' approaches to human rights around the world.

This diagram outlines the strategy we have adopted:



Theory

Central to delivering EachOther's strategy is this detailed theory of change:



Enablers: content is creative, varied, independent, timely, of a high quality, reliable, resonant and accessible.

Assumption: exposing audiences to our product leads to desired changes (to be tested via impact assessment)

At the crux of this theory lies the power of storytelling. We will tell news stories which inform and personal stories which inspire. Our informative articles, timelines and explainers will make the detail of human rights matters accessible. Our inspirational, real-life stories from the human rights frontline will empower people whose rights are in jeopardy to speak up, and help others to hear them. If we tell original stories about human rights in compelling ways, we can open minds, gradually reshaping the terrain of popular opinion and thereby altering the lay of the land on which human rights are contested in times to come.

THE INSPIRED SOURCE

NEWS

The Inspired Source Series: Aspiring Writers From Marginalised Groups – Send Us Your Pitches

By EachOther Reporter,
17 Jun 2020



INSTITUTIONS

A stock image of a man looking thoughtful and possibly inspired. Credit: Unsplash

Still from our website's call for The Inspired Source project

Approach

Organisations are defined not only by what they do but also by how they do it. EachOther's approach detailed below speaks directly to who we are.

Pushing boundaries

Human rights are for everyone, which means our message must be too. We won't settle just for preaching to the choir of ardent human rights believers. Nor are we targeting only the indifferent or sceptical, although reaching that segment of the population remains crucial to our success. Whether you are an instinctive supporter of human rights, a sworn opponent, or somewhere in between, we want to bring the idea to life through real-world accounts of what human rights can do. We will leave the comfort of our echo chamber to reach across perceived divides, growing our audience by taking our message to every section of UK society.

Levelling up

Through our news coverage and explanations we will share information in accessible and educative ways to enhance public awareness of human rights. To grow widespread support for our rights in the long term, we need the public to feel confident and well-informed when it comes to handling human rights questions. Without patronising people or making assumptions, we can build the knowledge-base regarding human rights in the UK. That knowledge can act as a bulwark against the misinformation that abounds

when human rights are contested in the court of public opinion.

Everyday inspiration

We help ordinary people tell their extraordinary stories, putting the human into human rights. Their experiences bring our rights to life where they begin, in small places, close to home. Each story is a pixel in a bigger picture. They demonstrate how we benefit from our rights every day, often without even noticing. We will show how the ideals embodied in human rights relate to everybody's lives. Our readers, viewers and listeners will find themselves at moments of insight identifying and empathising with the people in our stories. That is how we will demonstrate there is more that connects than sets us apart.

Nothing about us without us

We want to amplify the voices of those affected by human rights issues, not speak for or over them. They span a range which potentially encompasses us all, from teens forced by gangs to sell drugs, to victims of hate crime and domestic violence, to journalists protecting their sources, to soldiers and nurses who need the right kit to keep themselves and the rest of us safe. We provide an online platform for personal testimony about people's lived experience which allows us to show, not just tell. It has the power to bring together people who walk the same streets but live in different worlds.

Conversation over confrontation

We see strength in kindness and must embody that sentiment in the way we work. We will take great care with every intimate story we tell. We will be welcoming and accessible, inviting people to see the world through others' eyes. Striving to open minds, we want to shed more light than heat. We respect the right to free speech but that doesn't mean we have to provide a platform for people at loggerheads in the name of debate. Nor will abuse of any kind be tolerated on our site.

Unafraid to experiment

We use stories, film, words and pictures to inspire people to think again about a world of complex, emotionally demanding and at times controversial issues. We need to be prepared to use all our creative firepower, all our ingenuity and expertise to capture the imagination, to break down barriers and open doors in people's minds. Accordingly, we will sometimes deploy unusual suspects as messengers that surprise and disarm.

Rigour and integrity

We will not experiment, however, with levels of accuracy. Across our coverage of a full range of civil, political, economic, social and cultural rights, we will check multiple sources and draw on the legal expertise in our network to ensure that we get our facts right. Our journalism will show no fear or favour, insisting on editorial independence and on the highest levels of transparency in the sourcing of the information we share.

Frames work

Central to any successful communication strategy is effective framing. Frames are the mental structures that help us make sense of the world around us. They can suppress or activate

values. We need to frame our rights in a way that activates people's intrinsic values of compassion, community and connection. That means our framework will be a positive, generous, inclusive one. We will raise spirits; shine a light on small acts of kindness; and present heroes, not just victims.

Movement building

We are at our most potent not when we act alone but when we inspire others to act in concert. We will galvanize others in communities across the UK to extend the reach and influence of human rights narratives. The digital nature of our operation allows us to build relationships at a distance with like-minded organisations nationwide. We will celebrate the contribution made by groups which work with people whose rights are in danger, inviting them to reciprocate. As well as a producer of high-quality content, EachOther can be at the heart of a national network of human rights communicators, together fostering change.

No going back

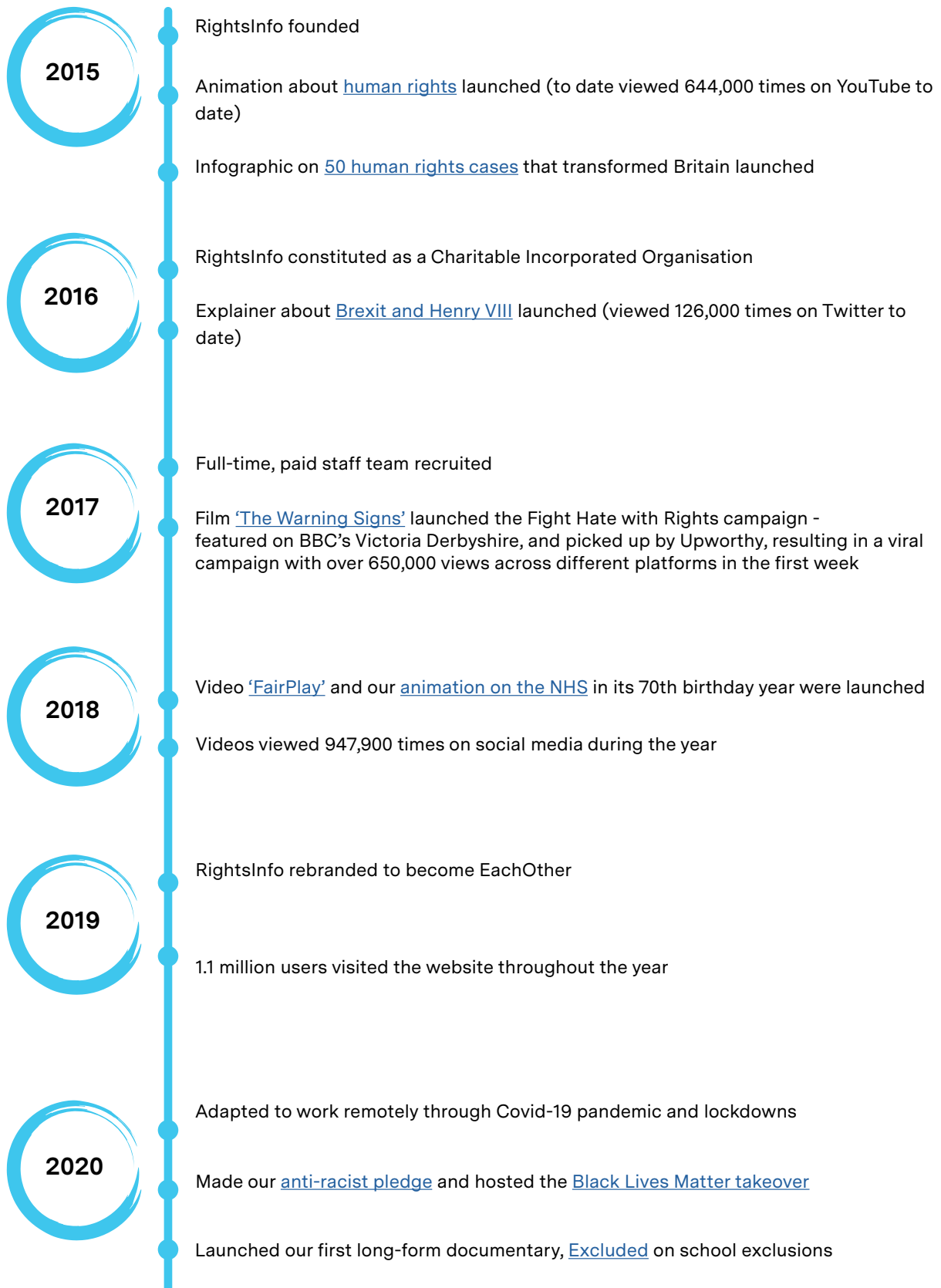
Every crisis, for all the suffering, also brings with it an opportunity for change. Catastrophes are sometimes hinges in history. We are living in just such a liminal moment. We will play an active part in shaping a new normal which is tangibly better than the one that went before. To that end, we will highlight in our output new ideas and novel solutions to address injustices and tackle abuses of power. For us, building back better must mean enhancing the place held by human rights in the public imagination. That way, we can sustain a sense of community in which we look for common ground, listen to and look out for each other.

Having laid out our philosophy, the sections which follow show how it translates into practical action.

History

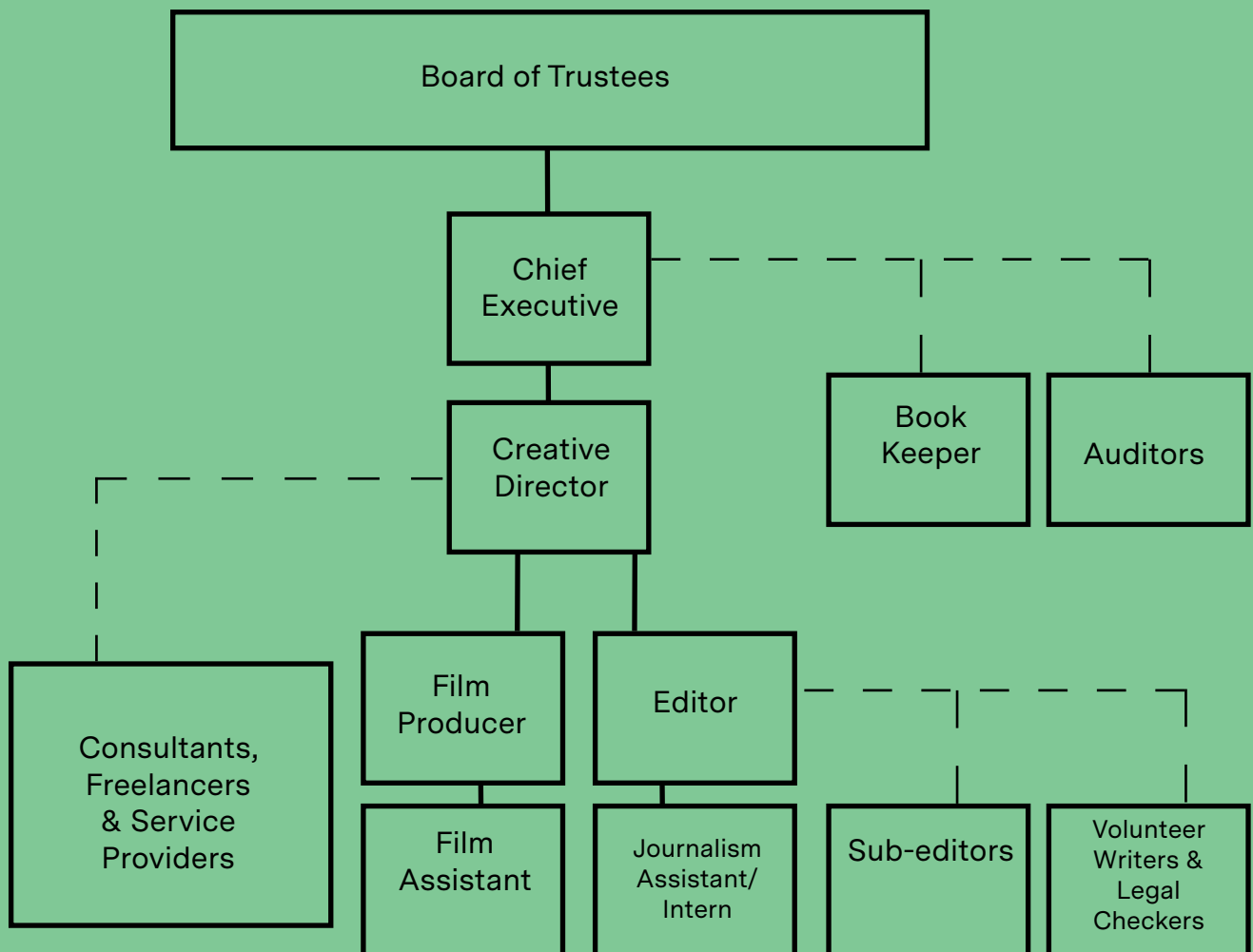
EachOther is not a brand new organisation. The diagram below charts the six years of our journey so far, highlighting achievements along the way which we must now build upon.

History



Structure

After those six years, at the start of 2021, this is the current shape of our evolving organisational structure:



In our business plan below, we identify the ways in which we intend to develop this structure.

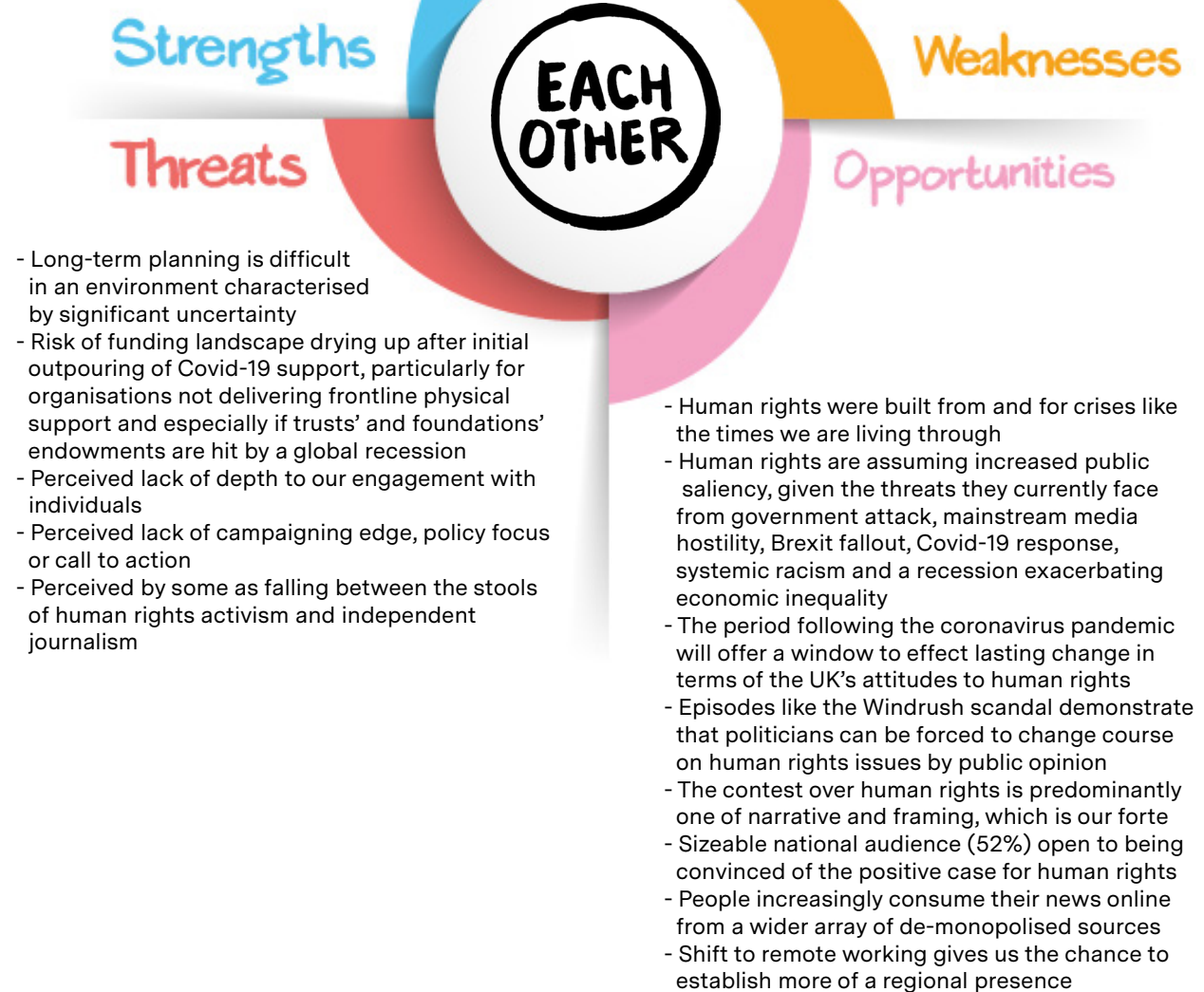
SWOT

In the light of all the material presented above, and to inform our business plan outlined below, we have analysed EachOther's current strengths and weaknesses, along with the threats it faces and the opportunities it can take.

SWOT

- Fresh organisational identity
- Clear corporate strategy
- Our public-facing storytelling occupies a distinctive niche in the human rights sector
- Talented, creative, values-led team
- Adaptive approach e.g. in terms of remote working
- Established digital platform and online following in an increasingly digital world, with more people spending more time on the internet
- Networked, collaborative approach
- An impressive catalogue of content to leverage
- Commitment to (and track record of) harnessing testimony to invoke empathy
- Resoundingly positive feedback from subscribers, interviewees, staff and partners

- Insecure financial position in the medium term
- Lack of capacity in some areas, including social media and administration
- Lack of diversity in the core staff team
- Lack of impact assessment to date at the whole-audience level
- Website not currently clear enough about the organisation's purpose (it ought to reflect the core script of this strategy)
- Limited public awareness as yet of our new brand



The business plan which follows seeks to capitalise upon the organisational strengths identified, address the weaknesses, mitigate the threats and seize the opportunities

Plan

Long-range planning right now is risky and unreliable, with the duration of the Covid-19 pandemic and consequent lockdowns uncertain and the scale of the fallout still unclear. Nonetheless, we will benefit from having a business plan at least for the year ahead, to be refreshed at the end of that period. EachOther's business plan for 2021 has five elements.

1. Build on our existing strengths and successes

One of the things that sets EachOther apart is the videos it makes. The organisation has an extensive back catalogue of high quality video content. At present, it does not make sufficient use of it. We will make a concerted effort to promote our YouTube channel, which carries our whole video catalogue, significantly growing its number of views and subscribers. We also intend to increase the volume of new video output, without compromising on quality, developing established formats including Big Questions and A Minute Of Your Time. The pandemic and subsequent lockdowns have made filming more difficult for EachOther, but, using a recently purchased lightweight camera, Covid-secure solo filming is now possible.

year to produce. As well as pushing it on YouTube and on Vimeo (where we hope to be selected as an Editor's Choice), we intend to make the most of that investment by spending time in the year ahead disseminating and promoting it across the UK at various film awards, at a human rights festival being planned in Manchester and with an online tour of local cinemas. We will devote energy to this promotional work in Scotland in particular, where much of the documentary was filmed and where the devolved parliament has made the rights of children a priority. This film, Excluded, also lends itself to mainstream media work, especially with the young people involved in making it, which we shall seek to secure.

We launched a feature-length documentary film on school exclusions at the end of 2020. This film, which speaks directly to articles in both the Human Rights Act and the United Nations Convention on the Rights of the Child, took over a

In 2020, we held our first two live-streamed panel discussions, on racism and on school exclusions, each with four panellists in different parts of the country discussing a subject together in real time on a split screen. As well as being broadcast live, recordings of these events are made available on our website and YouTube channel. Having now purchased and mastered the relevant technology, we plan to hold more of these 'EachOther OnAir' live-streamed events in 2021.

In 2020, we also published the first of our comic strips, on mental health. We have two further comic strips planned for 2021, on county lines drug dealing and irregular migration.

Meanwhile, we will continue to provide the UK's only daily human rights news service, publishing an average of five articles each week in a range of accessible formats. One of the valuable functions of this service during the pandemic has been – and will continue to be – to explain in lay terms the consequences for our human rights of the ever more complicated rules and regulations which the government is imposing in its response to Covid-19.

Alongside this, we will further develop and promote the successful series we began this year of Inspired Source commissioned pieces by aspiring writers from marginalised groups.

We also intend to spend more time and effort in the year ahead on the upkeep and modernization of our website, including making clearer there what EachOther is and does. As our primary interface with our audience, it is important that we continue to invest in the site, as a living organism. This work will include programming, maintenance

2. Expand our range of state-of-the-art assets

In addition to making better use of our existing assets, we intend in 2021 to launch a number of new assets to bolster our current array. In particular, we will be launching a podcast, the first series of which will be called 'No Going Back' and will comprise interviews about how we can retain some of the best community-based, rights-related practice that has emerged during the pandemic and sustain it, moving forwards.

We also intend to launch new video formats during the year, including Spaces of Human Rights which will look at both physical and virtual arenas, Zeitgeist which will address a current area of human rights controversy and We All Have A Story which will use computer animation to bring individuals' rights-related stories to life.

In 2021, we will publish our first piece of in-depth investigative journalism, in partnership with OpenDemocracy, on mental health and people's rights in a time of Coronavirus.

We are also actively seeking funding for three other projects at the moment. One would involve establishing a network of local digital journalism platforms, supported by EachOther, to cover stories in their areas about human rights. This creation of a regional network would be a step in a movement-building direction, making the most of syndicated content, rather than EachOther attempting to turn around UK public opinion by itself. The second project would be to host fellowships in creative non-fiction writing on human rights for young people from marginalized

backgrounds. The third would be a programme of work on rights and refugee mental health, with 2021 marking the 70th anniversary of the Refugee Convention.

3. Forge partnerships with those who share our values to lift each other up

EachOther already has a number of established partnerships. Our comic strip on mental health was produced in collaboration with Richmond Fellowship. The piece of investigative journalism we are undertaking is being conducted in partnership with OpenDemocracy. We recently developed a joint funding bid to Comic Relief with Race On The Agenda. We are now employing Journalism Interns identified and funded by our partners at The Aziz Foundation – a partnership we are keen to develop beyond its six-month pilot. Our work in defence of Judicial Review has been planned and executed in liaison with the Page 48 Coalition of human rights charities.

We intend in 2021 to develop further our relationships within relevant sectors and continue a partnership approach which enables us to tap other organisations' expertise and reach into their networks. For example, we have approached the rehabilitation charity Catch 22 to collaborate on our comic strip on county lines drug running. These partnerships will vary in intensity, with some more extensive and some lighter-touch. We also intend to operate in an increasingly joined-up way internally, specifically with more cross-team working between our Editorial and Video teams, as was the case with our recent programme of multimedia work on Judicial Review.

In 2021, whilst not explicitly a campaigning organisation, we will also look to include in our material more signposting to other organisations from which our audience can find out more and get involved in campaigning work and activism. This will go some way towards satisfying the desire on the part of some funders to see a clear call to action or activist edge to their grantees' work.

4. Drive the organisation to the next level by growing strategically

In order to fulfil its potential, EachOther needs to grow strategically over the years ahead. In particular, there are two posts which the organisation hopes to create on a permanent basis in 2021.

The first of these posts is a full-time Journalist to work alongside our Editor. For six months in 2020, we secured dedicated funding to employ freelancers to play this role. Their addition to the team proved invaluable, augmenting the depth and breadth of our reporting. It also allowed our Editor to focus on longer-range planning and editorial strategy. For a further six months, we are benefiting from alumnae of the Aziz Foundation's scholarship programme working with us as Journalism Interns. Reverting thereafter to operating without this extra Journalist role is an eventuality we plan to avoid.

The second additional post we wish to create is a full-time Social Media Assistant. Our five social media channels are mission-critical to the work that we do, both in their own right and more importantly in terms of driving traffic to our website. However, at present, we have no dedicated member of staff to generate our content across these platforms, instead relying upon our Journalism Intern, Editor, Film Producer and Creative Director. A full-time post in this area would enable EachOther to move from a broadcast approach to adopt a more engaging character on social media, which would in turn grow our following.

Such a post-holder could work with our Film Producer and Film Assistant to drive up views on our YouTube channel, taking our annual hours viewed to a point where we attract advertising, and, with it, some revenue. This post-holder could also be our in-house expert on Sprout Social's operational and analytical functions, as well as deploying an enhanced budget for social media advertising.

In addition to growing – and diversifying – our staff team, we also intend in 2021 to expand our regional presence. EachOther has always covered human rights stories in Scotland, Wales and Northern Ireland, as well as in England where we are based, but we will soon, with the relocation of our Creative Director, have a resident senior member of staff in Glasgow. It can credibly be argued that Scotland has a more progressive approach to human rights than England, not least due to the more supportive attitude on display towards human rights in the Scottish media. With a key member of our team based in Scotland, we will be better placed to help the other nations in the UK emulate best practice from north of the border.

We have three other pieces of organisational development planned for 2021. The first is the attentive implementation of the anti-racism pledge we made as a team in July 2020. The second is the development, hopefully with help from Catchafire volunteers sourced through The Oak Foundation, of a full suite of policies for the organisation. The third is the adoption of individual targets for staff members, derived from this strategy document, feeding into regular reviews with their line managers and a new system of annual appraisal.

The organisation will continue its journey of continuous development in terms of governance as well. The charity has recently recruited two new trustees, adding both to the skill-set of the board and to its diversity. It is hoped that EachOther, as a next step, can explore the potential to recruit two young trustees in 2021. Meanwhile, it is our intention that the whole board and staff team undertake training on unconscious bias together, delivered by equality and human rights experts at BRAP, early in 2021.

Lastly, it is important that we build awareness and understanding of our still relatively new brand. It will mean carefully connecting our outputs to our human rights agenda and therefore to our mission and identity. This could take a number of forms, such as developing a corporate ident for our videos, communicating our aims memorably on our website, or proactive work to secure more promotion of our content by social media influencers.

5. Raise more funds to maximise our impact

We are fortunate at EachOther to benefit at present from generous financial support from The Oak Foundation, The Joseph Rowntree Charitable Trust, Lankelly Chase Foundation, Garfield Weston Foundation, A B Charitable Trust, CriSeren Foundation, The Aziz Foundation, Doughty Street Chambers, Leigh Day, Dere Street Barristers and other institutional and individuals donors. Nonetheless, EachOther aspires in 2021 to put its funding on a more secure and stable footing. This will mean, for instance, amassing sufficient balances by the end of the year to fulfil our reserves policy.

To this end, the organisation aspires to diversify its funding sources. It is hoped that work done in 2020 with the Foundation for Social Improvement and with the Oak Foundation to promote our offer of commissioned work, together with our recent commissioned outputs with The Equality Trust and the Office for Democratic Institutions and Human Rights at the Organisation for Security and Cooperation in Europe, will assist with landing more commissioned work in 2021. We intend to mount an individual donations drive with our subscribers, informed by data analysis using MailChimp and Salesforce. We are also considering launching a crowdfunding campaign, perhaps for a cartoon anthology, with the likes of Kickstarter or Crowdfunder.

Nonetheless, trusts and foundations are likely to remain the charity's primary source of income. We hope to secure funding from philanthropic funders in the independent journalism space, as well as those which fund work on human rights, upon whom we have relied upon in the past. We are also keen to engage Scottish funders as we establish our presence north of the border.

Whilst we will develop our portfolio of projects to pitch, we also intend to rebalance our approach to fundraising to bring in more unrestricted core money and less restricted money for specific projects, given the constraints of capacity and the need to fund staff salaries and running costs in a sustainable way. In particular, we will pursue relationships with major funders which unlock multi-year funding, thereby avoiding sizeable year-on-year fluctuations in guaranteed income.

The Funders' Initiative for Civil Society, hosted by Global Dialogue, published a new report for philanthropic grant-makers worldwide in May 2020, based on a major programme of international work rethinking civic space in an age of intersectional crises. In that report, its authors, Poonam Joshi and Ben Hayes, make a compelling case that: 'Progressive movements and sectors – domestic and transnational – will need... strategic communications capacity to support their visions; investment in independent media, artistic and cultural production to enable civic actors to build broad popular support; and digital innovation... the building of a popular base through investments in strategic communications, progressive media organisations and civic education in support of a shared vision for the economy, security and society'. EachOther is perfectly placed as an independent digital media outlet to undertake that progressive work in terms of strategic communications and civic education on human rights.

Impact

Finally, at EachOther we must take seriously the difficult task of demonstrating that our theory of change, embodied in our business plan, works. We endeavour to show that our activities lead to our stated outcomes, even when proving the connection between the two can be far from simple.

We can picture the impact of our work in three dimensions:

Height

How many people have we reached?

To influence people, we need their attention.

The more people we reach, the better our chances of affecting public opinion.

Breadth

How wide a range of people have we reached?

As human rights are for everyone, so is our content.

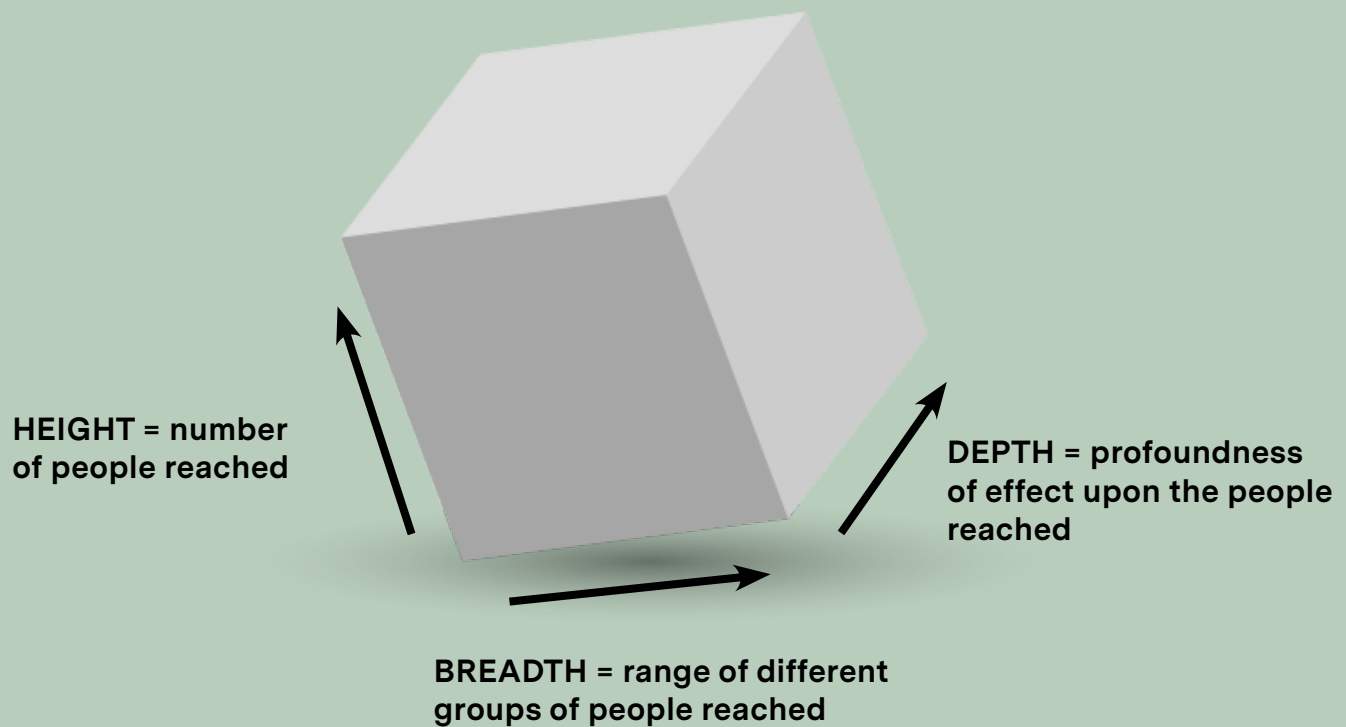
We want to reach into every section of UK society in all its diversity.

Depth

How profoundly have we affected the people we have reached?

Do the people we have reached, as a result of our work, understand human rights better and/or support human rights more and/or feel more inclined to speak up for human rights?

$$\text{Height} \times \text{Breadth} \times \text{Depth} = \text{Volume} = \text{Impact}$$



As the table on the following pages illustrates, these three metrics can each be applied to six concentric spheres of influence when it comes to EachOther's work.

Impact

Six spheres of influence	Height (approximate numbers)	Breadth	Depth
1. Staff	Six	Needs to become more diverse	<p>All departing staff now receive an exit questionnaire. Two freelancers recently wrote after spells at EachOther:</p> <ul style="list-style-type: none"> •“Working at EachOther has helped my progression as a journalist immensely. I’ve learned how to develop and frame my ideas when it comes to creating angles for stories. It’s shown me how precious independent journalism is and how important it is to be able to provide a platform for people to have a voice”. •“I would definitely recommend EachOther as an employer that constantly wants the best for its staff”.
2.Content co-creators	250 pa	Diverse	<p>All content co-creators now receive a feedback questionnaire. One recent interviewee for an EachOther story wrote:</p> <ul style="list-style-type: none"> •“The journalist from EachOther was well read and prepared when she interviewed me. It was so good that the BBC adopted her approach and interviewed me for the Six O’Clock News with 4 million viewers”. <p>A recent author of a piece commissioned for EachOther’s Inspired Source series by marginalised writers wrote:</p> <ul style="list-style-type: none"> •“This is the most important article I have written to date, and may be the most important one I will ever write. I never thought I would be chronically ill at 21. I definitely never thought I would be embarrassed about it... It was EachOther that gave me the platform to write about this... I was nervous about publishing it, so this means a lot to have such positive support... Some people even wrote to me to say it was the first time they felt like their experience was heard and validated”.
3. Newsletter subscribers	2,400	Requires research. MailChimp and Sales-Force provide us with some limited data on our subscribers.	<p>When we last surveyed a sample of our subscribers in 2019:</p> <ul style="list-style-type: none"> • 95% said their knowledge of human rights had improved • 90% said they felt more confident discussing human rights • 64% have done more research on a related topic • 60% were more likely to campaign for human rights as a result of our work • 57% had supported a campaign or signed a petition • 26% had actually changed their view on a human rights issue • 92% said they’d been inspired to have a conversation about human rights by one of our stories or videos, and for 19% this happened regularly <p>Almost all of these percentages are higher than the equivalent figures from the same survey when it was run in 2018.</p> <p>This is typical of the free-text responses received as part of the 2019 survey:</p> <p>“I come from a working class family in the North who struggle to relate to human rights because they don’t see how they affect their lives. I consider myself a human rights advocate and try to use real life stories to persuade my friends and family to be more supportive of the Human Rights Act. EachOther has given me the words, the information and the voice to do this more effectively. Slowly, with your help and guidance, their opinions are changing.”</p> <p>We nonetheless need to be careful with our caveats if we extrapolate more generally from this self-selecting group.</p>

Impact

Six spheres of influence	Height (approximate numbers)	Breadth	Depth
4.Social media followers	104,000 in total across Twitter, Facebook, YouTube, Instagram, LinkedIn	Requires re-research. Limited data is available on our followers.	Requires research. Sprout Social provides data not only on audience numbers and growth but also on impressions, engagements and click-through rates, among other information. For EachOther, social media engagement is first and foremost a way to drive traffic to our website, where our content can be found in full.
5. Website visitors	1.1 million unique users pa (2019)	Requires research. Besides vanity metrics and acquisition data, Google Analytics does also provide access to some limited geographical and demographic data on visitors to our site.	Requires research. An incentivized survey of a sample of our website visitors is proposed in 2021.
6. UK population at large	66 million	Diverse	Requires research. It is difficult to isolate the impact of EachOther's specific interventions at a whole-population level, especially when the majority of the UK public has not yet been exposed to our content. National polling by EquallyOurs/YouGov in 2012 found that: <ul style="list-style-type: none"> • 26% of the UK population are critics of human rights • 52% of the UK population are neutral, indifferent or ambivalent towards human rights • 22% of the UK population are supporters of human rights

Impact

As a wholly digital enterprise, driving traffic to our website is critical to EachOther's success. We intend to continue to increase sheer viewing figures (height), for instance by covering topical news stories related to human rights in resonant ways. Recent examples of such coverage include a timeline of Covid-19 lockdowns, a guide to employment rights during the Coronavirus outbreak and a 'know your rights' piece for anti-racism protestors amid the pandemic, all of which heavily outperformed our standard viewing figures. It is anticipated that EachOther's deployment in 2021, with help from Catchafire, of tens of thousands of pounds worth of free Google Ads, together with its ongoing work to hone its Search Engine Optimisation (SEO), will also prompt a significant upturn in traffic to its site. Moreover, we intend, moving forwards, to engage more proactively with the mainstream media regarding some of our content, such as our documentary feature on school exclusions. Pickup from press, broadcast and online media should in turn boost our own visitor numbers.

We will also work to draw in new types of audience (breadth). Our understanding of who constitutes our audience at present is incomplete. Planned closer analysis of our current viewership ought to highlight audiences – by geography, demography or interest – into which EachOther needs to deepen its penetration, as well as others where it can double-down on its existing reach. EachOther's Black Lives Matter August Takeover in 2020 is a recent example of an initiative, one of the deliberate aims of which was to reach new (black) audiences. Watching our social media following rise sharply at the time, and seeing who our new followers are, it has succeeded in that aim. What we need to do now, in marketing terms, is to 'convert' those new audiences that we have 'captured', for instance by convincing them

to go from being Twitter followers to becoming newsletter subscribers. This provides a good model for us to replicate in terms of generating new content in order to attract into our audience other segments of the population which are open to being persuaded of the case for human rights.

Lastly, we will strive to maximize and evidence the positive effect we have on the people we engage (depth). We plan to raise the funds to perform an incentivized survey with a sample of our general website audience, the likes of which we have hitherto only performed with our subscribers. That should help us to gauge the profundity of the effect that our content is having on its consumers more broadly, allowing us to test the robustness of our theory of change. This survey could even go further and seek to gauge the relative impact of specific forms of EachOther output with different sections of our audience. Meanwhile, one group of people whom we stand to affect dramatically are now systematically being asked for feedback on their interactions with us, namely those with whom we co-create content, be they interviewees, writers, charity partners or others. Many prospective funders now ask for case studies of beneficiaries and want to see evidence of impact on individuals. Surveying hundreds of content co-creators each year will provide EachOther with valuable data, both quantitative (statistics) and qualitative (quotations), to cite in response. These are the people with whom we have the closest contact and for whom we can make the biggest personal difference. We are now capturing, in a way we have not before, their experience of dealing with EachOther, which can be life-changing.

