



# Strategic Plan

## 2018 - 2023



**Women's Rape &  
Sexual Abuse Centre**  
Dundee & Angus

WRASAC Dundee & Angus is a company limited by guarantee, registered with OSCR and registered in Scotland as company number SC241372 and charity number SC009070.



## INTRODUCTION

*The Women's Rape and Sexual Abuse Centre – Dundee and Angus (WRASAC) has been supporting survivors of rape, sexual abuse and exploitation and raising awareness about the damaging effects of sexual violence since 1984.*

This strategic plan was developed following consultation with staff, volunteers, service users and stakeholders within the community before being further considered at our 'Vision Day' in June 2017. A key context to this plan is the acknowledgement that we have faced many challenges as we moved from a collective to a formal management structure, with an overseeing board, whilst at the same time facing unprecedented increases in demands on our service.

A strategic priority for us over the last few years has been to reduce our waiting lists and the time survivors are on the waiting lists, however, this has not been possible, as we have not had the necessary growth in staff numbers to meet the sharp increase in the number of referrals to our service.

However, we have succeeded in securing funding for the Young People's service which we hope will help alleviate this. We agreed to expand the range of services we provide to include children and young people, including boys and young men up to the age of 18. This was due to increasing demands for support from young survivors following the introduction of the prevention work that we are undertaking among young people in schools, colleges, universities and youth groups across Dundee and Angus.

We have taken care to ensure that our strategic plan incorporates the Rape Crisis Scotland outcomes and is in line with local and national strategic outcomes.


We hope that you can support and assist us meeting these ambitious goals.

No. of Survivors on the Waiting List					
	2013/14	2014/15	2015/16	2016/17	2017/18
Angus	N/A	9	22	39	45
Dundee	23	77	63	91	110
Young People	N/A	N/A	1	4	9
Average Waiting Times Comparison (in days) *					
	2013/14	2014/15	2015/16	2016/17	2017/18
Angus	N/A	67	97	124	153
Dundee	39	87	89	138	214
Young People	N/A	N/A	86	59	82

\*Average no. of days for survivors who came off the waiting list in that year.

## IMPORTANT TO UNDERSTAND

- In 2013-14 we had 238 **new survivors contacting us** for support, by 2017-18 this grew to 408 – an **increase of 71%**.
- All survivors we work with are recovering from Trauma.
- Dundee has the 2nd highest rates of reported incidents sexual violence and rape in Scotland. There were 256 sexual assault offences reported to police between April 1 2016 and December 31 2016 an increase of 31% compared to the previous year.
- Reported rapes also increased from 68 to 82 — an increase of 20%.
- There has been a 50% rise in sexual crimes in the category that includes 'cybercrimes', from 2,901 in 2013/2014 to 4,360 in 2016/2017.
- A You Gov poll showed one in three girls had experienced sexual harassment and unwanted sexual touching (2015)
- A survey of 1000 young people in England published in 2015 found that 41% of girls and 14% of boys reported they had experienced sexual violence.
- Global estimates published by WHO indicate that about 1 in 3 (35%) women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime.
- 1 in 3 people blame women for being raped (Amnesty International).
- The effects of rape, sexual abuse and exploitation can be devastating and long lasting, particularly if survivors can't get access to support quickly.



*"I have been seeing the psychologist that they sent me to from the pain clinic. It's a nightmare. It's nothing like here. They are trying to fit me into boxes, whereas here I am the box. Here, I know we do look at trauma and the psychology of it, but it's very different. Here I feel like you see me."*

## Our Vision



For a world free from sexual violence, abuse and exploitation and a society in which everyone has equality, freedom and choices to live the lives they want and thrive.

## Our Mission

To support survivors who have experienced any form of sexual violence, abuse or exploitation in their lives.

To promote equality and raise public awareness of the routes of sexual violence and its damaging and life-changing effects.



## OUR VALUES

We believe first and foremost that perpetrators of rape, sexual abuse and exploitation are responsible for their actions – not survivors.

We are a feminist organisation which means we recognise that all forms of rape, sexual abuse and exploitation are acts of violence, that disproportionately affects women and children, involving the abuse of power and control, are a breach of human rights and are fundamentally rooted in gender inequality.



## WHERE WE ARE NOW

### Strengths

- Expertise in supporting survivors and understanding routes / impact of sexual violence
- Team of highly skilled staff, volunteers and board
- Range of support to meet needs, e.g. Women's Support Service, Angus Outreach, Advocacy and young people's service
- OASIS (online case management system) and our IT infrastructure is well developed and supportive
- Being part of Rape Crisis Scotland
- Good partnership
- Financial management and diversifying funding
- More strategically linked into local / national policy and practice frameworks
- Recognised excellence, eg. COSCA registered, LGBT chartermark and volunteer friendly award
- Prevention work embedded across Dundee high schools and strong links in Angus
- Commitment to staff training and CPD

### Weaknesses / Challenges

- Insufficient resources to meet growing waiting lists and demands on our service
- Lack clear boundaries of what support work we can provide
- Lack stable and consistent board
- Lack diversity evidence in women we support
- Office is not fully accessible
- Lack knowledge to fully utilise range of digital technology
- Clear lines of communication
- Our office doesn't allow for expansion of service
- Lack unrestricted income.
- Lack of knowledge of range of stakeholders and their needs
- Our membership
- Our name can be seen as a barrier to young men

### Opportunities

- Links to education and youth settings. We can change attitudes from a younger age
- Advocacy project - better links to local / national police and justice services
- Partnership working with local violence against women organisations
- Use of technology / social media presence to raise awareness and raise funding
- New funding secured to improve management structure
- Fundraiser Post
- New board members with range of skills / experience.
- Research into Commercial Sexual Exploitation and prostitution in Dundee
- National Trauma Framework

### Threats

- Brexit and changing political landscape
- Vice Versa funding coming to an end
- Difficulties in keeping volunteers due to capacity
- Stress / burnout of staff
- Financial insecurity / loss of funding / austerity
- Lack adequate / safe management structure and appropriate succession
- Clearly disseminated policies, procedures and guidance
- Changing digital landscape
- Fast changing local / national policy changes
- Growing pace of pornified culture, experiencing increasing numbers of young people
- Not retaining Board of Governors
- Changes to charity, fundraising and data protection legislation
- Public attitudes to sexual violence

## OUR STRATEGIC PRIORITIES



### Supporting Survivors

Women, including trans women, with experience of sexual violence, abuse and exploitation receive the support they need when they need it.



### Supporting Young People

Young people with experience of sexual violence, abuse and exploitation receive age appropriate the support they need where and when they need it.



### Changing Attitudes

We will change attitudes by promoting equality, raising public awareness of the causes of sexual violence and its damaging and life-changing effects.




### Quality

WRASAC is recognised as a high quality service.



### Resilient

WRASAC has strong and stable governance; resilient leadership team and staff team and is financially stable and enterprising.



# 1 Women, including trans women, with experience of sexual violence, abuse and exploitation receive the support they need when they need it.

We will support more survivors to recover from the effects of sexual violence, abuse and exploitation. We will grow our existing services and develop new ones to provide the care, support and information survivors need.

We will expand our Women's Support Service to ensure women's needs are met at earliest point and we can reduce our waiting lists.

We know that we need to reach more women across our communities in Dundee and Angus. We will increase the numbers of women we support from 'hard to reach communities'.

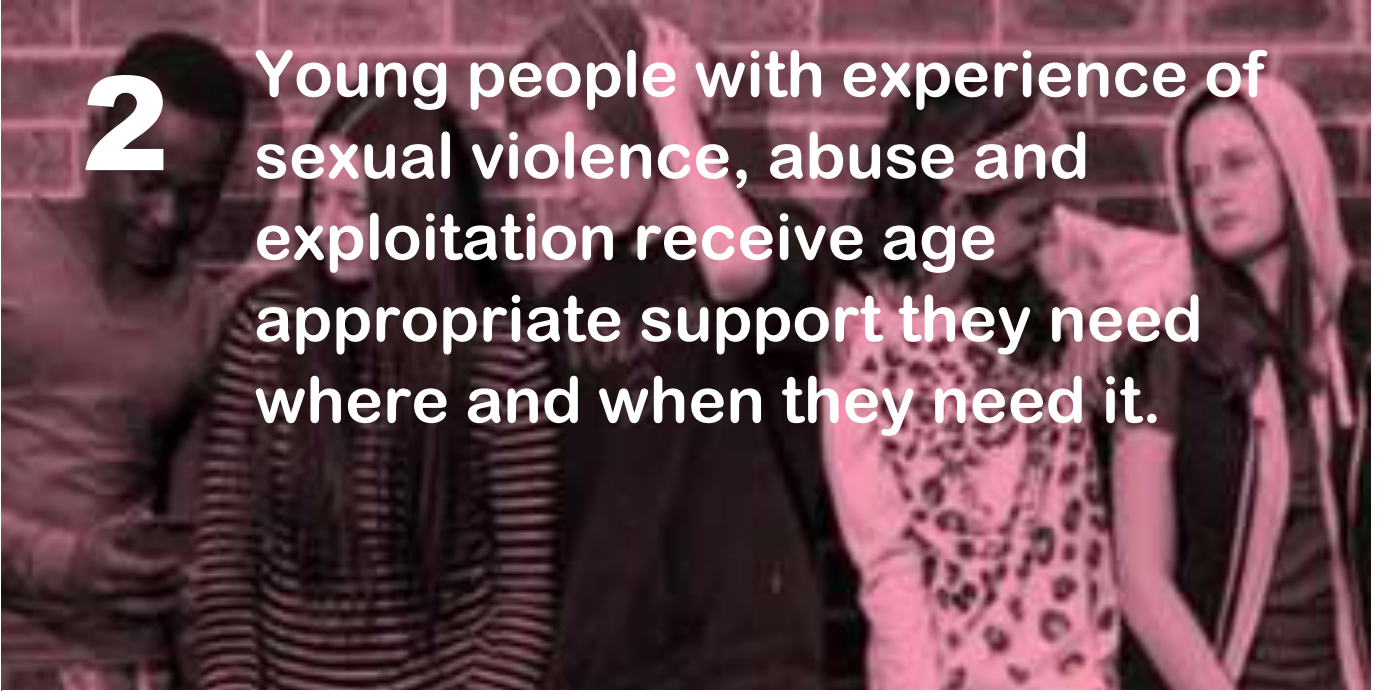
We will expand our Advocacy Service so more women are supported to engage with the criminal justice system.

## *How will we do it?...*

### **At a glance we will:**

- Undertake an independent review of our support services and implement its findings
- Work with partner agencies to explore potential of shared services and develop care pathways to meet the diverse needs of survivors.
- Apply for funding to ensure seamless service provision to survivors across Dundee and Angus.
- Apply for funding for Vice Versa and support for hard to reach women.
- Promote our service in variety of formats and methods.





## 2 Young people with experience of sexual violence, abuse and exploitation receive age appropriate support they need where and when they need it.

We will support more young survivors to recover from the effects of sexual violence, abuse and exploitation. We will work hard to ensure we reach out to young people of all ages and backgrounds so they know about our service and how to support.

### *How will we do it?...*

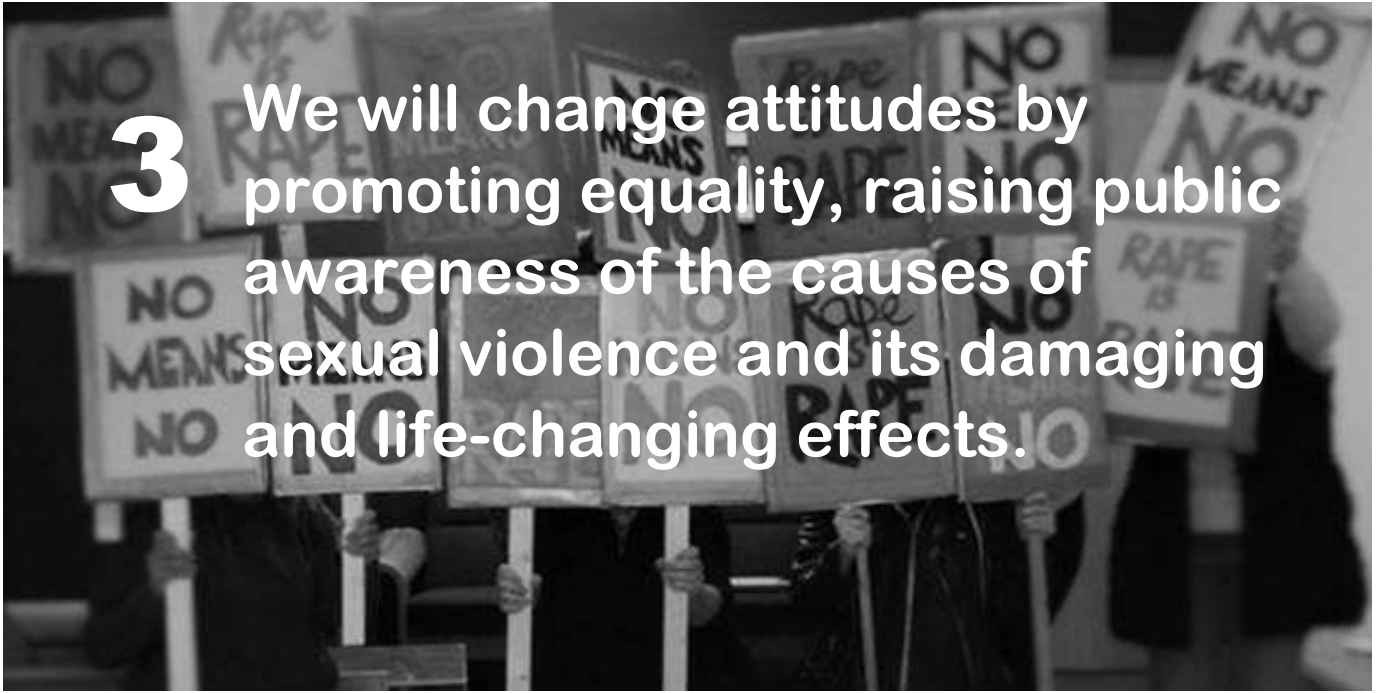
#### **At a glance we will:**

We will expand our new young people's service, Dundee and Angus Young Survivors, to ensure young people's needs are met at earliest point and we can reduce our waiting lists.

We know that young men, LGBTQ+ and young people from different ethnic backgrounds or abilities may not know we are here for them. We will work hard to promote our service to ALL young people.

We know there can be lots of people supporting young people who have experienced sexual violence or abuse. We will work with others to help increase their confidence, skills and knowledge to support young survivors.

- Apply for funding for additional support workers and volunteers so we can meet the growing demand for support.
- Develop a range of age appropriate information and support resources.
- Publicise our service on social media sites to promote our service to specific groups of young people.
- Provide opportunities for young people to tell us what they think of our service and what they need.
- Provide training to and work in partnership with other agencies.



### 3 We will change attitudes by promoting equality, raising public awareness of the causes of sexual violence and its damaging and life-changing effects.

We will provide more awareness raising activities across Dundee and Angus to raise awareness of the harmful effects of sexual violence, abuse and exploitation. We will improve our use of social media and digital technology to reach a wider audience.

We will increase public awareness about the harm of sexual violence and work hard to achieve a greater understanding of the links between sexual violence and gender inequality.

Through our prevention work young people will have improved attitudes around sexual violence.

We will have increased capacity to meet demands for training and prevention work across Dundee and Angus and staff from other agencies have improved understanding of impact of sexual violence on survivors

#### *How will we do it?...*

##### **At a glance we will:**

- Provide training and prevention workshops to young people.
- Provide training and workshops to staff from other agencies, local universities and colleges.
- Support research into women's experiences of prostitution.
- Organise high profile events and conferences to engage with public in challenging sexual violence /abuse.
- Increase our public profile through engaging with local media and use of our website and social media platforms.



## 4 WRASAC is recognised as a high quality service.

We will improve how we monitor our service and involve survivors, staff, volunteers, staff from other services and our community in helping us achieve excellence.

### *How will we do it?...*

#### **At a glance we will:**

Survivors' feedback tells us that they rate the quality of our service as very good or excellent.

Our staff employee survey will show that our staff enjoy and would recommend working at WRASAC

Our volunteers will see WRASAC as the key to achieving their personal development goals and a route towards meeting their longer term plans.

We will achieve recognised standards and awards for the quality of our service.

Staff and volunteers will tell us that they have the knowledge and skills to undertake their job remit.

- Annual staff / volunteer survey with agreed action plan.
- Deliver training to staff and volunteers.
- Achieve following good practice standards:
  - - LGBT Gold Chartermark
  - - Good Governance Awards
  - - Volunteer Friendly Award
  - - RCS National Standards
  - - COSCA Counselling skills
- Undertake regular service user and stakeholder consultations.
- Have opportunities to explore co-production of service delivery.



We will strengthen our management and governance of WRASAC to ensure excellent and innovative leadership across our organisation.

Our Board will achieve the “Good Governance Award”.

We will have a stable leadership team with clear vision and delivering against our strategic priorities.

We will acquire grant funding from a wide variety of sources.

Through our fundraising activities we will increase our.

Our premises limits our ability to grow to meet the needs of survivors and the numbers of staff and volunteers we have. We will secure capital funding for sustainable premises that allows for growth.

### *How will we do it?...*

#### **At a glance we will:**

- Work towards our Good Governance Award.
- Support our leadership team to acquire the necessary leadership qualifications and training.
- Implement, review and monitor our Fundraising strategy.
- Work with partner agencies to explore options for collaborative working / services.
- Apply for capital funding.
- Explore avenues for development of social enterprise.

## IMPLEMENTING AND EVALUATING OUR PLAN

We are here to meet the needs of survivors so we actively encourage constructive feedback that will help us to improve our service. As a central part of our monitoring and evaluation process we will be seeking the views, input and involvement of our service users, staff, volunteers and stakeholders on a regular basis.

We will monitor our progress against our strategic priorities, via our detailed action plan, on a quarterly basis. Our annual report and accounts will provide a more detailed analysis of progress.

We use several different means through which to assess our progress:

- Asking / involving service users
- Complaints process
- Annual Staff / Volunteer survey
- Utilising public surveys to test public attitudes and awareness of our service.
- Rape Crisis Scotland National Service Standards
- COSCA registration standards
- LGBT charter mark review
- Volunteer Friendly Charter Mark
- Financial monitoring systems
- Surveys, focus groups and events
- Annual vision day to review and update plans
- Team meetings

We couldn't deliver our service without the support of our funders, our partners in Dundee and Angus and the general public. We are also extraordinarily lucky to have such a dedicated team of skilled staff, volunteers and trustees.

We are excited and confident that we can continue to deliver a high quality service in the coming years...we look forward to your support in getting there.

