



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## **Sligo Rape Crisis Centre Strategic Plan 2008-2011**

### **History of Sligo Rape Crisis Centre (SRCC)**

The unacceptability of sexual violence and the devastating effects of such traumatic experiences have long been recognised by the Rape Crisis Movement resulting in Rape Crisis Centres being set up to address both the needs of survivors of sexual violence and the causes of sexual violence in our society. The Rape Crisis Movement has its roots in feminism and believes that sexual violence is a result of the power imbalance and role differences between men, women and children within our society.

Sligo Rape Crisis Centre was established in 1996 as a local response to sexual violence within the region. Sligo Rape Crisis Centre's geographical remit is the regions of Sligo, Leitrim and West Cavan. Previous to its establishment the nearest service for rape victims was in Castlebar Co. Mayo. Sligo Rape Crisis Centre is a member of the Rape Crisis Network Ireland.

### **Key Principles**

Sexual violence in all its forms is an abuse of human rights and should never be accepted.

To provide a model of good practice in SRCC and for our clients.

To ensure clients volunteer and staff are treated with respect and dignity.

To underpin our work with the following values: empowerment, equality, inclusiveness and mutual support.

To take a proactive approach in the area of sexual violence; providing education on the dynamics behind sexual violence, the effects upon survivors and society's reactions.



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

### **Mission Statement**

*Our purpose is to create a safe place for those who have experienced sexual violence recently or in the past*

*We provide when required:*

- *Counselling and emergency advocacy,*
- *Awareness and training to support other agencies who are working with survivors*

*We are also committed to challenging the tolerance and very existence of sexual violence*

### **Background and Development of the Plan**

The Sligo Rape Crisis Centre's 2005-2008 plan was reviewed as part of the planning process for the 2008-2011 plan. It was agreed that the plan was still largely relevant to SRCC, but although much of the plan was completed, overall it was too ambitious for such a small centre. For example, the advocacy that the SRCC can provide is, in reality, limited to emergency advocacy. It was also agreed that SRCC had concentrated on the internal issues, for example, policies and procedures. It now needs to redress the balance and focus on external relationships and issues.

The environment that the SRCC works in will no doubt change during the period of the plan. The SRCC is committed to monitoring the environment, i.e., being externally focussed. The SRCC will also adjust their service to take account of increased use of technology, the potential problems in the economy, the increasing role of the HSE in Rape Crisis service provision, the increasing diversity in Irish society and the new regulations expected particularly for the counselling areas.



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

The planning process included a planning workshop with the staff of the SRCC and a planning meeting with the Board of Directors, both meetings were facilitated by an external facilitator.

### **Services**

SRCC provides the following services:

- Crisis Counselling
- Ongoing face to face counselling
- Emergency support advocacy and information for survivors, in particular around legal issues
- Relationship Counselling
- Hospital, court, GP, garda accompaniment
- Counselling, support and information for supporters of survivors
- Education, training and awareness-raising
- Lobbying and influencing policy on relevant issues through the Rape Crisis Network Ireland
- Networking, experience and information sharing with other relevant voluntary and statutory organisations



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## **Sligo Rape Crisis Centre Strategic Plan 2008-2011**

### **Structure and staffing**

SRCC is staff by three part time staff and nine volunteers.

### **Funding**

In 2007, SRCC received €169,968 as core funding from the HSE. It also received €30,564 from COSC, €10,000 for Electric Aid and fundraised €16,112.

### **Key activities planned for 2008-2011**

Along with general development of the core service the SRCC intends to:

1. Gather and analyse statistics and relevant information and produce regular reports to inform the work of the centre
2. Use the information to inform (and build relationships with) key stakeholders and the public
3. Continue the awareness and disclosure workshops
4. Develop the website, with a particular emphasis on young people
5. Work particularly with three target groups (young people, non Irish Nationals and the Travelling Community)
6. Explore the development of an additional counselling post at the latter end of the plan
7. Develop one outreach centre
8. Ensure the core policies and procedures in place in all areas of SRCC's work are utilised and updated
9. Change structure from present collective management committee format to an active Board of Directors



## Sligo Rape Crisis Centre Strategic Plan 2008-2011

### Goals, objectives and indicators

#### Goal 1

**We will further develop and expand our unique core services and ensure that we are lead by the needs of survivors of rape, sexual assault and childhood sexual abuse.**

#### Key areas of work completed

SRCC has: the appropriate policies, procedures and quality standards in place for appropriate systems in place for professional development and supervision, systems in place for ongoing training(particularly for counsellors)

New volunteers have been recruited and they are undergoing appropriate training

Counselling Coordinator in place

#### **Objective 1**

Develop a timely information system (quarterly where appro.) for SRCC.

#### **Indicator/s**

- Identify the key information required by SRCC and other stakeholders
- Develop regular reports based on our clients (e.g., geography, age, social status, sex, nationality, the number who also use the advocacy service and referring agency) utilising and augmenting for example the information provided to RCNI, the HSE and other funding agencies and projects. These reports will identify who is using our services and what groups are not availing of our services.
- Reports to indicate waiting list information and management, volunteer numbers and reasons for leaving/staying, people not showing for counselling and the length of time people are in counselling.



## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b>Objective 2</b>          We will continue to offer high quality/professional counselling and support for survivors and their supporters.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Utilise the information to monitor the client groups using/not using SRCC</li> <li>▪ Further staff in place to meet the counselling needs in the catchment area</li> <li>▪ All staff will be accredited by the end of 2011</li> <li>▪ Plan in place for the impact of the requirement for accreditation (for example the change from volunteer counselling)</li> <li>▪ All policies, procedures and standards will be known, recorded, monitored and updated</li> <li>▪ There will be frequent reports on the counselling service (see objective 1)</li> <li>▪ The option to change the SRCC approach to an approach similar to the DRCC (ie. separating crisis and long term counselling) will be considered</li> </ul>
<p><b>Objective 3:</b>          We will identify <i>and respond to</i> the needs of survivors amongst key groups in the <i>community/area</i> whose needs are currently not being met.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Utilise the information system to identify those clients groups who are not using SRCC's services</li> <li>▪ Identify priority target groups, for 2008-2011 the anticipated target groups are: young people, the non Irish national communities and the travelling communities</li> <li>▪ Service will be equality proofed for the priority groups targeted by SRCC</li> <li>▪ We will continue to develop working relationships with the priority target groups</li> <li>▪ Survivors from these groups will be accessing our services</li> </ul>
<p><b>Objective 4</b></p>	<p><b>Indicator/s</b></p>



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p>Develop and operate a clear concept of the provision of emergency support and advocacy <u>only</u> (as distinct from counselling)</p>	<ul style="list-style-type: none"><li>▪ Concept of emergency support and advocacy will be in place and understood by everyone involved in SRCC</li><li>▪ Through our information system we will know number of people availing of advocacy service, regular reports will be provided on same (see objective 1)</li></ul>
--	--



Sligo Rape Crisis Centre  
42 Castle Street  
Sligo  
Freephone Helpline  
1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b>Objective 5</b> Review the potential to develop outreach services in Leitrim or South Sligo</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ Updated and augmented information/reports on areas previously explored</li><li>▪ Dedicated funding accessed to provide services outside of Sligo including</li><li>▪ Ballymote or Manorhamilton</li><li>▪ Through our information system we will know number of people requesting service outside Sligo (and produce regular reports on same)</li></ul>
<p><b>Objective 6</b> We will evaluate our core service on an ongoing basis and integrate the outcomes into our work.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ An evaluation framework will be in place.</li><li>▪ Information from evaluation will be used in <i>developing</i> our practice and in <i>informing</i> decision-making.</li></ul>



## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b><u>Goal 2</u></b></p> <p><b>To work with key agencies who support victims of sexual violence to co-ordinate our work and promote SRCC's analysis and understanding of sexual violence</b></p> <p><b><u>Key areas of work completed</u></b>          Development of website underway          Developed the awareness training (disclosure workshops)</p>	
<p><b>Objective 1</b>          Develop a variety of ways in which to make our analysis and <i>knowledge</i> transferable.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Due to the success of our awareness programme, repeat same</li> <li>▪ Information collated on those attending the programme, key issues, responses and evaluation produced</li> <li>▪</li> </ul>
<p><b>Objective 2</b>          Identify target agencies and particularly those in the agency who can make decisions and can influence frontline practice, service delivery and prevention work</p>	<p><b>Indicators/s</b></p> <ul style="list-style-type: none"> <li>▪ Identified and agreed a limited number key agencies and personnel external to SRCC, develop, understand their requirements and relationship to sexual violence within their work</li> <li>▪ Utilised the disclosure programme to identify target agencies and particularly those who can make decisions and influence practice</li> </ul>
<p><b>Objective 3</b>          To effect wider change continue to tap in to the expertise and resources of COSC, RCNI and other bodies and</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Allocated space at meetings for discussion in relation to policy issues.</li> <li>▪ SRCC will have inputted to the debate (on 1-2 key issues)</li> <li>▪ Staff and Board assisted to make the connection between their work on</li> </ul>



**Sligo Rape Crisis Centre**  
**42 Castle Street**  
**Sligo**  
**Freephone Helpline**  
**1800 750 780**

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

in turn feed into the national picture.	the ground and the national issues (policy practice link)



## Sligo Rape Crisis Centre Strategic Plan 2008-2011

### **Goal 3**

To further develop organisational **structures and systems** that ensure the efficient and effective delivery of our core services including the integration of our ethos in the workplace, the development of an active Board of Directors and the monitoring and **evaluation** of SRCC and the plan.

#### **Key areas of work completed**

Completion of strategic plan 2005 -2008 and review of same

Team building in place

Training delivered on role of board

#### **Objective 1**

Recruit and support a Board of Directors to undertake the governance role in SRCC

#### **Indicator/s**

- Recruit Board
- Provide appropriate training and development annually
- Provide an annual opportunity for self evaluation of the Board
- Put key positions in place including chairperson, vice chairperson and finance person
- All staff and volunteers aware of the role and function of the Board
- Board in receipt of quarterly reports
- Relevant agencies informed of change

#### **Objective 2**

Agree and plan regular review dates for Sligo Rape Crisis Centre to ensure that the plan is monitored and completed

#### **Indicator/s**

- Co-ordinator develop action plans for key areas of work, e.g., training workshops, outreach, to enable the Board to monitor the progress of the plan
- Co-ordinator provide regular reports particularly to Board including:
  - Client statistics (see goal 1)



Sligo Rape Crisis Centre  
42 Castle Street  
Sligo  
Freephone Helpline  
1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

	<ul style="list-style-type: none"><li>▪ Everyone consulted and informed as appropriate</li></ul>
<p><b>Objective 3</b> Adjust the organisation systems and structure to take account of the new Board. Ensure there is time allocated for Board, staff and volunteers to review the systems in place.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ Reviews systems and structures within current meeting structure.</li></ul>



Sligo Rape Crisis Centre  
 42 Castle Street  
 Sligo  
 Freephone Helpline  
 1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

### **Goal 4**

To ensure that SRCC upholds supportive and accountable employment and volunteer practices.

#### **Key areas of work completed**

Employment sub committee in place  
 Health and safety policies and personnel with responsibility in place  
 Staff and volunteer appraisal  
 Contracts, role descriptions for staff and volunteers  
 Existing policies audited, updated and adjusted

#### **Objective 1**

Complete any policy work outstanding

#### **Indicator/s**

- Volunteer agreements including our explicit expectations in relation to connectivity with SRCC in place and monitored
- Policies presented to Board



**Sligo Rape Crisis Centre**  
42 Castle Street  
Sligo  
Freephone Helpline  
1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b>Objective 2</b> Continue to review and update policies and procedures and ensure that all relevant staff and volunteers are aware of same.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ Monitor the use of the policies and procedures in place</li><li>▪ Review and updated annually</li><li>▪ Objective one will include reports on volunteers including their reasons for staying with and leaving SRCC</li></ul>
<p><b>Objective 3</b> Ensure that SRCC's ethos informs employee and volunteer practice.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ Volunteers/staff will experience positive and supportive practice which will facilitate their best contribution.</li><li>▪ Staff will feel valued</li></ul>



## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b><u>Goal 5</u></b></p> <p>To gain, maintain and account for core and additional funding to ensure that the key goals of SRCC are delivered on.</p> <p><b><u>Key areas of work completed</u></b></p> <p>Financial reports to management committee meetings          Financial reports to funders          Strategic plan dictates funding</p>	
<p><b>Objective 1</b></p> <p>Define and agree what resources will be needed for the implementation of the strategic plan.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Budget document completed and presented to Board</li> <li>▪ Clarify the resource gap</li> </ul>
<p><b>Objective 2</b></p> <p>Identify possible funding sources and opportunities, including: fundraising, develop a case for increased funding, work strategically with others to bring adequate funding into the region and the sector.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"> <li>▪ Adequate funding available to implement plan</li> <li>▪ Funding group and strategy in place and reporting to Board</li> <li>▪ Actively involved with other organisations in regional and national campaigns for increased sector funding</li> <li>▪ Build a case for increased funding and for alternative funding agencies based on:             <ul style="list-style-type: none"> <li>- Statistics/information from SRCC</li> <li>- Attendance at awareness workshops</li> <li>- Changes to the demographics and identification of target groups</li> <li>- Waiting lists and demands for the service</li> <li>- Comparisons with other RCCs</li> </ul> </li> </ul>



**Sligo Rape Crisis Centre**  
42 Castle Street  
Sligo  
Freephone Helpline  
1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

	<ul style="list-style-type: none"><li>▪ Seeking feedback on funding applications that were not successful</li></ul>
<b>Objective 3</b> Define and agree governance and management tasks in relation to funding and agree roles and responsibilities in this regard.	<b>Indicator/s</b> <ul style="list-style-type: none"><li>▪ The role of the Board, Co-ordinator and Administrator will be clear</li></ul>



**Sligo Rape Crisis Centre**  
42 Castle Street  
Sligo  
Freephone Helpline  
1800 750 780

## Sligo Rape Crisis Centre Strategic Plan 2008-2011

<p><b>Objective 4</b> Further develop a system that clearly monitors and accounts for expenditure of all funding received and that ensures that all expenditure is utilised for the achievement of the goals in SRCC's strategic plan.</p>	<p><b>Indicator/s</b></p> <ul style="list-style-type: none"><li>▪ Funding linked to goals of strategic plan</li><li>▪ All funding accounted for</li><li>▪ Professional working relationship with funders</li><li>▪ Everyone is informed in relation to financial reporting methods.</li></ul>
--	---

### Conclusion

As with all plans a number of issues emerged that could not be addressed at this point in the organisation development. However the organisation will address them in future plans. Examples of these issues include:

- Access referring agencies views of the SRCC
- Developing clearer population profiles and the numbers of potential clients for the centre

An implementation plan will be develop for key development areas. The Co-ordinator will present these plans to Board. The Board will monitor this plan and the implementation plans.