

Rape Crisis and Sexual Abuse Counselling Centre Sligo, Leitrim and West Cavan Strategic Plan 2012-2016: Summary of goals and objectives

Goals	Objectives
<p>1. Further develop and expand our unique core services, ensuring we are led by the needs of the survivors of rape, sexual assault and childhood sexual abuse</p>	<p>1.1: Continue and refine our information system on client statistics</p> <p>1.2: Continue to offer high quality, professional counselling and support for survivors and their supporters</p> <p>1.3: Identify and respond to the needs of survivors from key groups whose needs are currently unmet</p> <p>1.4: Develop outreach services in Leitrim or South Sligo</p>
<p>2. Promote our services and analysis and understanding of sexual violence</p>	<p>2.1: Promote service and our ethos</p> <p>2.2: Effect wider change continue to tap in to the expertise and resources of COSC, RCNI and other bodies and in turn feed into the national picture</p>
<p>3. Further develop organisational <i>structures and systems</i> that ensure the efficient and effective delivery of our core services including the integration of our ethos in the workplace, the continuing development of the active Board of Directors and the monitoring and <i>evaluation</i> of centre and the plan</p>	<p>3.1: Continue to develop and support the Board of Directors to undertake the governance role</p> <p>3.2: Agree and plan regular review dates for the Centre to ensure that the plan is monitored and completed. Also one day review of organisation as a whole</p>
<p>4. Ensure that centre upholds supportive and accountable employment and volunteer practices</p>	<p>4.1: Continue policy work in employment/volunteer area</p> <p>4.2: Board to continue to fulfil role as employer/volunteer manager. Board to ensure our ethos informs employment practice</p>
<p>5. Gain, maintain and account for core and additional funding to ensure that the key goals of centre are delivered on</p>	<p>5.1: Define and agree what resources will be needed for the implementation of the strategic plan. Report on financial matters to all relevant stakeholders. Further develop a system that clearly governs, monitors and accounts for expenditure of all finding received and that ensures that all expenditure is utilised for the achievement of the goals in the centre's strategic plan</p> <p>5.2: 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>

GOAL 1: We will further develop and expand our unique core services, ensuring we are led by the needs of survivors of rape, sexual assault and childhood sexual abuse

OBJECTIVES	INDICATOR	ACTIONS AGREED	STATUS REPORT
<p>Objective 1.1 Continue and refine our information system on client statistics</p>	<p>a) Continue and refine regular reports on our clients (<i>by geography, age, social status, gender, nationality, number who use the advocacy service and referring agency, and using and augmenting information provided to RCNI, HSE and other funding agencies and projects</i>) to identify who is using our services and what groups are not (unmet need) b) Reports to indicate waiting list information, attended, cancelled and 'no show' appointment numbers, average length of time, and people in counselling</p>	<p>Tina to continue to use RCNI database and HSE statistical data for reporting:</p> <ul style="list-style-type: none"> ▪ monthly - to Board, staff and volunteers ▪ annually – as Annual Report to ourselves and relevant stakeholders 	<p>ongoing</p>
<p>Objective 1.2 Continue to offer high quality, professional counselling and support for survivors and their supporters</p>	<p>a) Further staff and volunteers in place to meet the counselling needs in the catchment area b) All staff and volunteers to be accredited by end 2016 c) All policies, procedures and standards will be known, recorded, monitored and updated d) The service will be evaluated e) Staff and volunteer training is monitored and evaluated</p>	<ul style="list-style-type: none"> • Gilla to schedule regular counsellors meeting on individual and group basis to cover policies, procedures and standards, training required, accreditation and client numbers • Gilla to keep abreast of the impact of accreditation and registration. Board and counsellors to be kept informed • Recruitment of accredited and RCNI trained therapists to continue. Top up training of accredited therapists by centre to be considered in early 2012. • Evaluation of counselling service to continue through client questionnaire, clinical supervision, peer supervision, review and addition of policies, statistical reports 	<p>ongoing</p> <p>ongoing</p> <p>when need arises</p>
<p>Objective 1.3 Identify and respond to the needs of survivors from key groups whose needs are currently unmet</p>	<p>a) Priority groups for 2012-2016 identified b) Relationships will develop with the priority groups and awareness raising expanded c) Survivors from these groups will be accessing our services</p>	<ul style="list-style-type: none"> • Agree priority groups for 2012-2016 • Take opportunities to work with these groups in training, education and awareness raising (e.g. Teen health Initiative, Jigsaw project, listening skills training); Tailor materials to take advantage of these opportunities. • Use creative ways to engage with groups (e.g. interns, people on placement etc) • Staff and volunteers to engage in training on working with different groups 	<p>to be done asap</p> <p>ongoing</p> <p>ongoing</p>
<p>Objective 1.4 Develop outreach services in Leitrim or South Sligo</p>	<p>Outreach services in place and being used and evaluated</p>	<ul style="list-style-type: none"> • Continue with pilot project in Carrick and evaluate same. Explore potential for expansion of service • Keep eye out for potential funding 	<p>pilot to be run till end may 2012</p> <p>ongoing</p>

GOAL 2: Promote our services and analysis and understanding of sexual violence

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Objective 2.1 Promote the service and our ethos	The wider community is aware of us and what we do	<ul style="list-style-type: none"> Tina to make sure service is advertised locally quarterly newspaper articles – Tina and others take opportunities for awareness raising, training, education; e.g. invites to events, info days, 16 days, awareness raising day etc (see also Goal 1: Objective 1.3) 	ongoing ongoing ongoing
Objective 2.2 Effect wider change and continue to tap into the expertise and resources of COSC, RCNI and other bodies, and in turn feed into the national picture	<p>a) Allocated space at meetings for discussion in relation to policy issues.</p> <p>b) We will have inputted to the debate (on 1 issue)</p> <p>c) Staff/volunteers and Board assisted to make the connection between their work on the ground and the national issues (policy practice link)</p>	<ul style="list-style-type: none"> In conjunctions with RCNI or other agencies one issue per year/couple of years to be taken by us and campaigned on at local level; e.g. Turn Off The Red Light (TORL). All members to be informed and kept up to date with issue. Discussion space to be made available at meetings website to be maintained and updated regularly in line with current issues 	ongoing ongoing

GOAL 3: 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 continuing development of the active Board of Directors, and the monitoring and evaluation of the centre and the strategic plan

OBJECTIVES	INDICATOR	ACTIONS AGREED	STATUS REPORT
Objective 3.1 Continue to develop and support the Board of Directors to undertake the governance role	<p>a) Effective, informed and evaluated Board in place</p> <p>b) All staff and volunteers aware of role of board</p>	<ul style="list-style-type: none"> Board to: <ul style="list-style-type: none"> ➢ Self-evaluate on annual basis ➢ Decide on training required and undergo training on annual basis ➢ Assess membership and address any skills gaps ➢ Review policies and remit on annual basis All members to be informed of outcomes of above Take opportunities for capacity building of board in line with developmental needs 	ongoing ongoing ongoing
Objective 3.2 Agree and plan regular review dates for the Centre to ensure that the plan is monitored and completed. Also one day review of organisation as a whole	<p>a) Board are aware of progress of strategic plan</p> <p>b) Members are aware of how organisation is doing and how organisation impacts on individuals</p>	<ul style="list-style-type: none"> Tina to continue reporting on plan to board at meetings every 2 months. Info to be distributed to other staff and volunteers through Board minutes One planning/review meeting with full team per year – Tina to schedule 	ongoing to be continued annually

GOAL 4: To ensure that centre upholds supportive and accountable employment and volunteer practices

OBJECTIVES	INDICATOR	ACTIONS AGREED	STATUS REPORT
<p>Objective 4.1 Continue policy work in employment/volunteer area</p>	<p>a) Policies reviewed and developed continually b) Members are aware of policies</p>	<ul style="list-style-type: none"> • Board to review and ratify policies brought to them • Tina to develop overall policy and procedures handbook for all members (excluding counselling policies) • Tina/Gilla/Elaine to inform members of new polices and changed polices - who informs people depends upon what the policy relates to 	<p>ongoing 2012</p> <p>ongoing</p>
<p>Objective 4.2 Board to continue to fulfil role as employer/volunteer manager. Board to ensure our ethos informs employment practice</p>	<p>a) Staff and volunteers feel clear about who to go to as their employer / manager b) Contracts, job and role descriptions and polices are clear and reviewed regularly c) Appraisal happens regularly d) Board is informed of employment/volunteer issues e) Employment / volunteer policies are implemented f) Volunteers/staff will experience positive, boundaried and accountable practice that will facilitate their best contribution</p>	<ul style="list-style-type: none"> • Staff contracts to be brought in line with new employment policy – employment subcommittee • Staff and volunteer appraisal to continue on annual basis. Employment subcommittee to appraise staff and Tina/Gilla to appraise volunteers • Board to identify and undertake training on employment / volunteer issues and remain informed of employment issues • Employment subcommittee to review current job descriptions with staff to ensure no staff member is carrying an excessive load • Employment subcommittee to undertake other duties identified in employment policy; e.g. monitoring of time sheets etc • Adequate administrative support (paid or volunteer) for staff to be put in place before the Centre recruits additional volunteers or programmes (i.e. working with refugees) • Staff to be invited to Board meetings to present issues of relevance to them • RCNI volunteer handbook and associated polices to be considered • Team building to continue including staff team building every 2 months, and 2 whole team fun events annually 	<p>To be done asap</p> <p>ongoing</p> <p>ongoing</p> <p>to be done in appraisal 2012</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>2012</p> <p>ongoing</p>

GOAL 5: To gain, maintain and account for core and additional funding to ensure that the key goals of centre are delivered on

OBJECTIVES	INDICATOR	ACTIONS AGREED	STATUS REPORT
<p>Objective 5.1 Define and agree what resources will be needed for the implementation of the strategic plan. Report on financial matters to all relevant stakeholders. Further develop a system that clearly governs, monitors and accounts for expenditure of all finding received and that ensures that all expenditure is utilised for the achievement of the goals in the centre’s strategic plan.</p>	<p>a) The strategic plan progresses b) All funding is accounted for c) Professional working relationship with funders d) Everyone is informed in relation to financial reporting methods e) Board fulfilling role of governance around finances</p>	<ul style="list-style-type: none"> • Tina and Elaine to continue regular finance meetings • Board to govern finances. Continue to report to Board every 2 months on financial matters - reports prepared by Elaine and presented by Tina • Accounts prepared by Elaine and accountant • Book keeping, petty cash, wages by Elaine • Financial reports to funders as requested: figures by Elaine, description by Tina 	<p>ongoing monthly ongoing every 2 months</p> <p>ongoing ongoing ongoing</p>
<p>Objective 5.2 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>a) Adequate funding available to implement plan b) Funding group and strategy in place and reporting to Board c) Actively involved with other organisations in regional and national campaigns for increased sector funding d) Build a case for increased funding and for alternative funding agencies based on: e) Statistics/information from Centre f) Use of funding reflects changing demographics and identified target groups</p>	<ul style="list-style-type: none"> • Tina to seek info on unsuccessful finding applications – ongoing • Board to do yearly funding calendar and apply for funding in conjunction with staff • Board to have more active role in local politics with a mind to lobbying for increased resources • Tina to do statistics and make case for funding – see Goal 1 • Continue to work with RCNI on sector funding - Elaine and Tina • Fundraising group and strategy - report made and strategy identified 	<p>ongoing</p> <p>start 2012 and ongoing</p> <p>ongoing</p> <p>ongoing ongoing</p> <p>ongoing</p>