



Business Strategic Plan

2020 - 2025

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1. Executive Summary

This document details the future for Rape Crisis North East Clg (RCNE), offering support to survivors of rape, sexual violence, sexual abuse, sexual harassment and child sexual abuse.

The principle concept behind this organisation is to provide different levels of help and support to survivors/victims of sexual violence and sexual abuse, both male and female over the age of 12yrs. It also provides support for the families and supports of survivors/victims. Support is offered to clients regardless of gender, race, religious background or sexual orientation.

1.1 Overview

Rape Crisis North East is a unique and specialised counselling, advocacy, information and support service for women, men, boys and girls who have experienced any form of sexual violence and or sexual abuse.

Established in 1996 RCNE provides a range of intervention supports to survivors of sexual violence within Louth, Meath, Monaghan and Cavan. Based in Dundalk and with an outreach service in Drogheda and Castleblayney, supports available include a freephone confidential helpline support, advocacy, information, educational outreach, accompaniment to the courts, medical services and Gardaí, face to face counselling and crisis intervention.

Rape Crisis North East is the only specialist service available to those who have been traumatised by Rape, Child Sexual Abuse, Sexual Harassment, and Sexual Assault within the entire North East Region of Ireland.

1.2 Mission Statement

Rape Crisis North East offers a safe, nurturing space to survivors of sexual violence and abuse, where rights to dignity and freedom are valued; and through awareness raising and education, challenges society to change in order to create a safer environment for all.

1.3 What are the core values of RCNE

- Respect
- Confidentiality
- Non-judgemental
- Supportive
- Client centred
- Safe
- Empathetic
- Professional
- Empowering
- Trust

The key word associated with the organisation is SUPPORT. This comes in the form of the helpline, advocacy, information and counselling.

2. Services and Benefits

2.1 Services Offered

- Confidential Helpline
- Counselling – one to one, group, support for families & friends of survivors
- Accompaniment to GARDA, Court and Medical Centres
- Advocacy for survivors of sexual abuse and violence
- Networking & Organisational Development - National, Regional and Local
- Awareness Raising and Educational Programmes

2.2 Confidential Helpline

RCNE Helpline is a free confidential support service for anyone affected by sexual violence or sexual abuse no matter how or when it happened. The helpline is often the first point of contact. Many clients are referred to us by other agencies such as the Gardaí, GP's, Social Workers, Educational Services or other professions. However, the majority of survivors contact us themselves.

The helpline provides you with the option to continue receiving counselling support on the helpline or to make an appointment and receive one-to-one counselling with our experienced and qualified counsellors in Dundalk, Drogheda or Castleblayney. The helpline can also be used in between appointments or by clients who are unable to travel to our service to receive one-to-one counselling.

The helpline is used as a support service for our on-going clients, for supporters of survivors or anyone who may have a need to talk about their experiences and issues relating to sexual violence or sexual abuse.

The helpline allows you to enquire into our accompaniment services where a trained member of our team will accompany you to the necessary service you require e.g. court, Garda or medical service. It is a place where you can obtain information, ask questions, and to be sign posted to the appropriate service.

All helpline calls are free and confidential, and callers have the choice of whether to share their real name or phone number with the helpline counsellor. At RCNE, we adhere to Children's First: National Guidance for the Protection and Welfare of Children.

2.3 Counselling

At certain times in our lives, we all encounter difficult or challenging situations and it helps to have someone to talk to. Friends and family can be supportive yet occasionally we may need someone with more skill to talk to. Often it is only when we talk to someone unconnected with our lives that we begin to hear what we are really saying and feeling. Counselling offers you this opportunity.

RCNE counsellors are trained professionals who will listen carefully without judging. By listening attentively and patiently the counsellor can begin to perceive the difficulties from the client's point of view and can help them to see things more clearly, possibly from a different perspective.

Survivors of sexual violence and sexual abuse can see a counsellor in a private and confidential setting. The relationship between a counsellor and client is confidential and is based on respect and trust. The counsellor will help you find solutions that are realistic and workable for you.

2.3.1 Crisis Counselling

At different points in life survivors of sexual violence and sexual abuse may experience some kind of crisis. A crisis is defined as a situation or event in which a person feels overwhelmed or has difficulty coping. During such a time people experience a wide range of feelings, and each person's response to a crisis is different. It is normal to feel anxious, frightened or depressed at such a time.

Crisis counselling involves providing support and guidance to an individual or group of people such as family or community during a crisis. The purpose of crisis counselling is to decrease emotional pain, provide emotional support, make sure that the person in crisis is safe, and help develop a plan for coping with the situation.

2.3.2 Long Term Counselling

Long Term Counselling is offered to women, men and young people who may have experienced any form of sexual abuse or sexual violence. Each client will receive an initial appointment. The initial appointment is the first face-to-face contact a client will have with a counsellor. The purpose of this session is to make sure that the client is safe and will benefit from RCNE services. Clients will usually attend for one session per week. This session lasts for one hour and if possible be arranged for the same time each week.

2.3.3 Counselling for Young People

RCNE is a safe place for young people to explore their thoughts, feelings and concerns without being judged. The trauma of sexual violence and sexual abuse can be devastating and without the necessary treatment the effects can last a life time.

RCNE provides one-to-one counselling to young people both female and male from the age of 12. Their parents can also receive one-to-one counselling support.

Young people who have been raped or sexually abused may experience some of the following symptoms:

- Sleeplessness
- Loss or gain of appetite
- Depression
- Nightmares
- Moodiness
- Anger.

Young people may express their symptoms behaviourally, verbally, physically, and/or emotionally.

RCNE will provide:

- A safe and secure environment to express feelings
- A way of discovering personal boundaries and setting limits
- Validation and affirmation of feelings.

All counselling services are confidential and at Rape Crisis North East we adhere to Children's First: National Guidance for the Protection and Welfare of Children.

2.4 Accompaniment & Advocacy

2.4.1 Garda Accompaniment

Trained and experienced staff and volunteers are available to accompany clients when making a statement to the Gardaí. We can arrange for the client to meet the Gardaí at our main centre in Dundalk 'Cherrywood Counselling Centre', at our services in Drogheda or Castleblayney or at the Garda Station.

Support for clients goes far beyond actual accompaniment on the day. RCNE counsellors ensure that the client is as prepared as possible for the psychological impact of the event. Rape Crisis Network Ireland accompaniment training ensures that our accompaniment staff and volunteers are fully equipped to provide support for survivors facing Garda interviews.

As well as providing the best possible support for our clients, this accompaniment programme also has the positive effect of linking survivors in to the wide range of other services provided

for them by Rape Crisis North East, ranging from support for family and friends, legal advice where necessary, to specialised individual counselling.

The accompaniment training is funded by the Commission for the Support of Victims of Crime. It helps build relationships and improve communication with local Gardaí, helping to increase understanding of the complexity of the issue for the victim, and helping to overcome any external resistance to the service.

2.4.2 Court Accompaniment

RCNE recognises that for survivors going through the justice system to prosecute an alleged offender on a sexual violence charge, of a recent or historical crime can be a very difficult and emotionally wearing process. The court room can be confusing and frightening and court procedures hard to understand.

RCNE have volunteers available to offer support and information to clients throughout their legal proceedings.

The volunteer is in attendance to support the client seeking our services. Although family and friends may be present, our main focus is support for the client. This service is both free and confidential.

2.5 Networking & Organisational Development

Interagency, collaboration and information sharing practice is vital to RCNE to improve services to clients, to help develop services and to improve working practice to individual agencies and their professionals. Multi-agency collaboration offers agencies a broader perspective and a better understanding of the issues Rape Crisis Services and their clients must deal with daily as well as improved interactions with an understanding of, other agencies. As part of our interagency and collaborative work, RCNE is represented on several committees:

- Rape Crisis Network Ireland (RCNI)
- Children and Young People's Services Committee (CYPSC)
- Simon Women's Aid Project (SWAP)

2.6 Education & Awareness

RCNE provide education and awareness raising initiatives for information exchange to help improve mutual understanding of sexual violence and sexual crimes and to develop competencies and skills necessary to enable changes in social attitude and behavior.

2.7 Access to Services Offered



3. Organisational Structure

3.1 RCNE ORGANISATIONAL CHART

Post include:

Board of Directors

Management

Supervisor

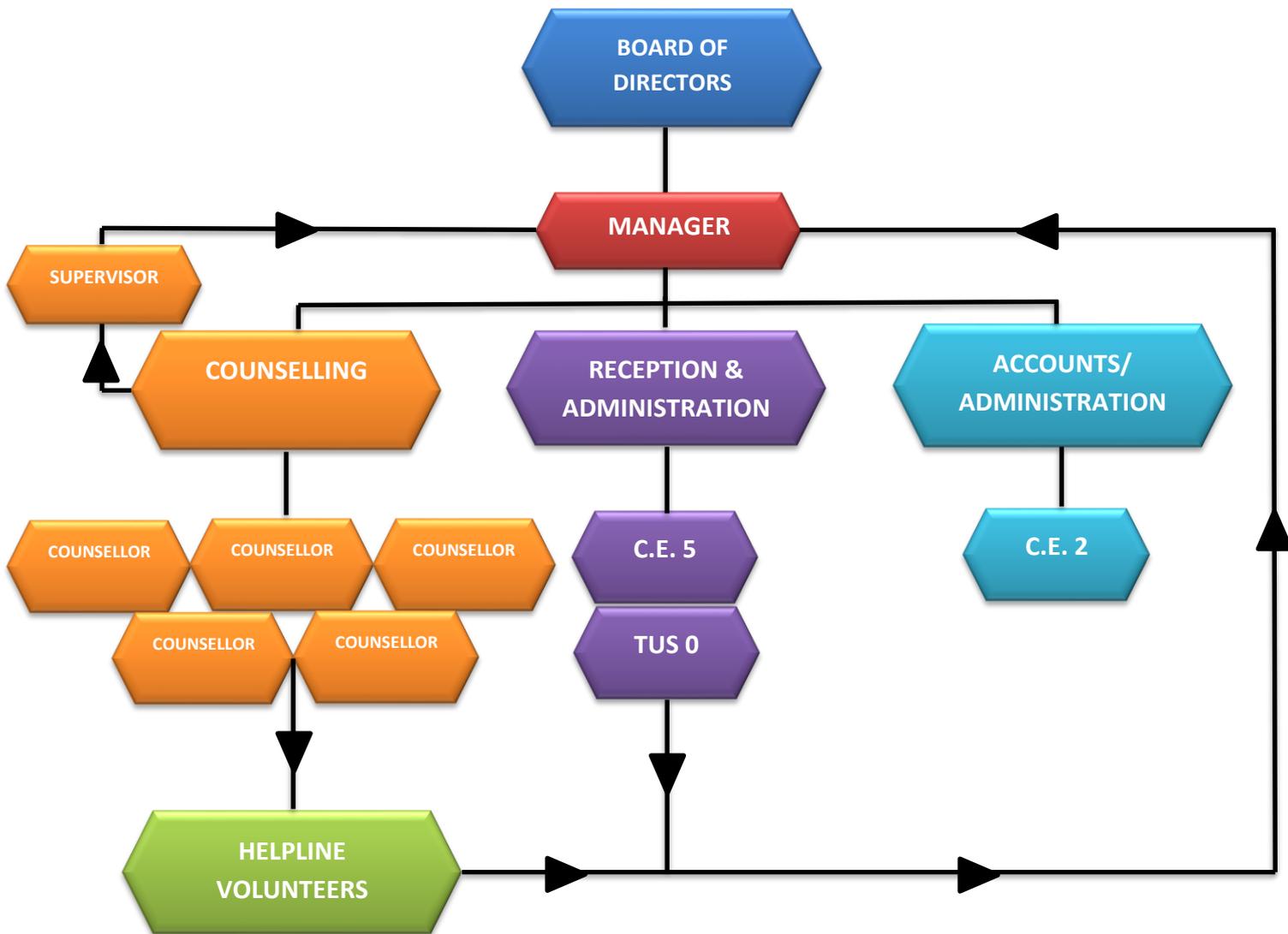
Counsellors

Office Staff Community

Employees

Office Staff TUS Employees

Volunteers



3.2 Staffing Structure

3.2.1 Board of Directors

The Board of Directors comprises of equal representation of senior leaders in their field of work each of whom execute their duties as Board Directors in the best interest of RCNE. The Board of Directors over sees the general operations of the organisation ensuring that the organisation is operating within its proposed budgets and timescales while simultaneously operating in line with best practice standards and the Charities Code of Governance. The Board of Directors direct all aspects of the development and delivery of the programme.

3.2.2 Management

RCNE is managed by an experienced and qualified manager with expertise in the field of business and sexual violence and sexual abuse. Responsible for all operational and fiscal activities of the centre the manager plans and develops systems and procedures to improve the operating quality and efficiency of the organization; manages and supervise staff and volunteers in accordance to company policies and procedures and hires and source relevant training for all new and existing employees and volunteers. The manager is responsible for identifying, documenting and implementing business development processes and business strategies within the organization including strategic planning, overseeing and coordinating the implementation of RCNE strategy and is focused on the growth and development of RCNE.

The manager reports to the Board of Directors on a monthly basis presenting to them all accounting and banking details, financial forecasts, statistical information on counselling, advocacy and helpline appointments. The monthly Board Meetings permit the board and manager the opportunity for continuous planning, developing and implementing best practice standards in line with the Charities Code of Governance.

3.2.3 Counsellors / Psychotherapists

Rape Crisis North East have qualified experienced professional counsellors specialising in the field of sexual violence. There are currently 5 counsellors mostly based in Dundalk but also based in our outreach locations in Drogheda and Castleblayney.

RCNE counsellors will listen carefully without judging. The relationship between a counsellor and client is confidential and is based on respect and trust. The counsellor will listen attentively and patiently and will help survivors and supporters of sexual violence and or sexual abuse find solutions that are realistic and workable.

3.2.4 Counselling Supervision

RCNE have a professionally qualified experienced supervisor to support Counsellors / Psychotherapists and Helpline Staff and Volunteers in their client work. Supervision is a formal arrangement for Counsellors / Psychotherapists to discuss their work regularly with someone who is experienced in Counselling / Psychotherapy and Supervision. The supervisor and counsellors work together and develop the efficacy of the Counsellor / Psychotherapist /

Client relationship. Supervision is a process to maintain adequate standards of Counselling / Psychotherapy and a method of consultancy to widen the horizons of the practitioner.

3.2.5 Helpline Volunteers and Helpline Staff

Our helpline volunteers and helpline staff have been professionally trained in confidential listening skills. The helpline volunteers each commit to four hours a week and offer a confidential listening and information support to survivors and supporters of sexual violence and abuse. Some helpline volunteers and staff are also trained in Court, Garda and Medical accompaniment.

3.2.6 Administration

There are currently 7 part time office administrators / fundraisers whom are community employees and 10 helpline volunteers.

3.3 Governance

Rape Crisis North East is registered with the 'Charities Regulatory Authorities' and is signed up to the 'Governance Code', a code of practice for good governance of community, voluntary and charitable organisations in Ireland. "We confirm that our organisation complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland".

RCNE Board of Directors continues to collectively direct the governance of the organisation and exercise their diverse range of experience and expertise in a manner that each member reasonably believes to be in the best interests of the organisation. The board have commenced the process of working towards the Charities Governance Code which involves 'putting in place systems and procedures to ensure that RCNE achieves its charitable objectives with integrity and is managed in an effective, efficient, accountable and transparent way'. The board oversees the planning and development of the organisation and ensures the highest standards of response to the ever-increasing demand of survivors of sexual violence.

3.4 Budgetary Structure

RCNE receives its core funding from Tusla, Child and Family Agency through application on an annual basis. A Service Level Agreement (SLA) is drafted by Tusla for each Rape Crisis Centre and signed by Tusla, RCNE's manager and RCNE's chairperson.

RCNE staff and volunteers organise annual fundraising events to help meet the shortfall to our core funding.

Grant applications are made to several organisations and government departments for specific and specialized projects.

3.5 Location and Facilities

RCNE Dundalk

Cherrywood Counselling Centre
Great Northern Distillery Offices
Carrick Road
Dundalk
Co. Louth

RCNE Drogheda

Drogheda Medical Clinic
Dublin Road
Stameen
Drogheda
Co. Louth

RCNE Castleblayney

Child Wellbeing Centre
Bree
Castleblayney
Monaghan
Co. Monaghan

4. Client Profiles

4.1 Overview

RCNE clients include women and men who have experienced rape or sexual violence, as well as anyone and everyone who needs our service, regardless of gender, ethnicity, ability or sexual orientation. Our helpline receives calls from anyone who has a concern, whether survivors of sexual violence, family members, friends or colleagues.

RCNE is one of the very few centres that provide a specialised counselling and other support services to young people from the age of 12, boys and girls. We work very closely with the school counsellors, youth groups and the medical services to ensure that the needs of the young person are met and to ensure that they are fully supported not just by ourselves but by other relevant agencies.

Clients of RCNE

- All women, men and young people (12 years plus) who have experienced rape, sexual violence, sexual abuse, childhood sexual abuse and sexual harassment. Support available includes face-to-face counselling; telephone counselling; accompaniment to the courts, Garda and medical services, advocacy; information and referral to other agencies as appropriate.
- All who telephones or comes to the centre with concerns for a family member, friend or colleague, will receive support and information as needed.
- Any individual or group requesting information will be responded to as promptly and fully as possible.

4.2 Needs for Service in the North East Region

In 2019 Tusla, Child and Family Agency, conducted a Border Needs Analysis Project (BNAP) about sexual violence services for survivors/victims in the border counties of Donegal, Leitrim, Sligo, Cavan, Monaghan and Louth.

The purpose of the research was to:

- Look at survivor-centred best practices for services for all sexual violence survivors,
- Provide an overview of existing services,
- Document who is and who is not using existing services, specifically LGBTI persons, young people age 14+, Travellers, Roma, immigrants and refugees and asylum seekers.
- In comparison with best practices, are existing services adequate for purpose, and
- Make recommendations for the future direction and development of services.

Survivors completed questionnaires and information was obtained from specialist services, general services and stakeholder agencies/groups through online survey, focus groups, individual interviews, telephone interviews, electronic communications and a data review. Participants came from a variety of government and NGO organisations including those working with and for Travellers, Roma, immigrants, refugees and asylum seekers, youth and LGBTI persons.

The recommendations from the research findings clearly highlighted that there is a need for the development of a Rape Crisis Service within the region of Cavan; ensure a more visible and accessible service in Monaghan; existing services to increase their capacity to provide face-to-face counselling services, individual, relationship and group and existing services to improve accessibility by increasing the provision of online/telephone services.

4.3 Current status

On an annual basis RCNE offers face-to-face counselling support to survivors of sexual violence and sexual abuse at our main service in Dundalk three days per week, our outreach service in Drogheda three days per week and at our outreach service in Castleblayney one day a week. Helpline counselling is offered five days a week Monday to Friday and Court, Garda and Medical Accompaniment is offered to clients as and when the need arises.

The Border Needs Analysis Project Recommendations are divided into sections based on the identified gaps: '(1) services locations, (2) services capacities, (3) appropriate and accessible services, (2) interagency working and training, (3) awareness, prevention and social change (4) data, and (5) funding and autonomy'.

It is evident from the results of the BNAPS research and RCNE's own waiting list of clients that there is a definite need to increase our counselling services in Dundalk to five days, Drogheda five days and Castleblayney at a minimum three to four days per week.

4.4 Client Needs

RCNE testimonials along with the UK Rape Victim Experience Review (BNAPS Research 2019) found that persons who had experienced sexual violence and abuse wanted:

- To be believed
- To be treated with dignity
- To be reassured that it was not their fault
- To feel safe and comforted
- Not to feel like a 'victim'
- Services that support them and their family
- To feel in control
- To be able to make informed choices

4.4.1 Benefits of Rape Crisis Services to Survivors

The Border Needs Analysis research revealed the following benefits of RCC's to Survivors



4.5 Testimonials

"This counselling has been the most valuable and important part of my daughter's recovery from a sexual assault. I has helped us more than I thought possible as a family. I also received weekly calls which have been very reassuring at times when I was struggling before the counselling started. We will be forever indebted to RCNE for their support".

"Being able to avail of a free service providing all aspects of information, counselling and services that help those experiencing sexual violence or abuse is exceptional. Also providing a warm welcoming environment makes clients feel comfortable and at ease. Having exceptional counsellors that enable clients to cope and move forward with their lives. Special thank you to my counsellor"

"Therapy really helped me to understand what I was feeling. I am now confidently able to express my emotions and know how to cope with them. I can strongly say that I'm a changed girl and can freely live my life the way I'm supposed to. Thank you so so much for the warm environment you provided me"

"I found the service was very helpful to me. My counsellor was always very in touch with where I was coming from and I always felt encouraged and settled after our session. Somedays were very challenging but I always felt the time was well planned to ensure I left the session in tact and able to carry on. Advice was always good. Compassion and understanding and I always felt respected. I would recommend my counsellor to any of my friends or family".

"RCNE counselling service is a brilliant service. As soon as I walked in the door I felt very welcome and was greeted by a lovely lady. Everything I said was always listened to. They greet you with open arms which is fantastic. By coming here, it helped me get through my struggles and deal with my situation, and for that I will always be extremely grateful".

"I would love to submit a compliment of the highest degree about my counsellor here. She has made me believe in myself again. If it wasn't for my counsellor and my time here I would still be stuck in the same victim cycle I was in before. I now have the confidence to say I am a Survivor. I would like to say a further thank you to everyone I talked to on the phone before I came here. I always felt listened to and never alone. Thank you all for your help. I will always remember your kindness".

"What helped me a lot was that I could really choose the pace I was going at. I felt a sense of independence and my confidence has benefited majorly from coming to therapy each week".

"My therapy helped me a lot during my exam time. It was tough during the year, but counselling helped me through it. Thank you for helping me through my bad times".

"It calmed my mind. I'm not having panic attacks anymore. I can talk about what happened without breaking down. I can move on with my life. I can be happy".

5. Strategy

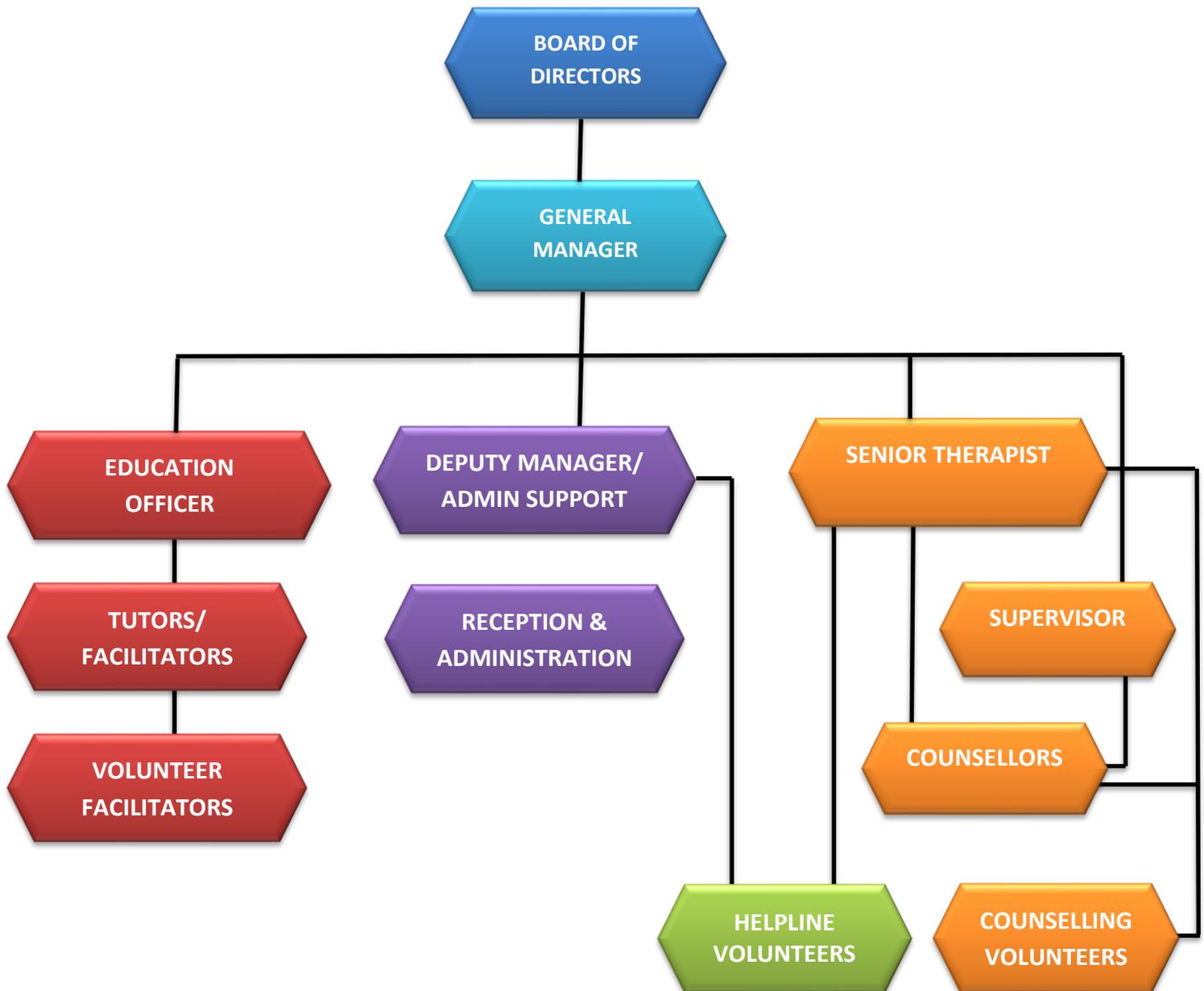
5.1 What is the vision for RCNE

The Vision of Rape Crisis North East is to offer timely & accessible support to survivors of all forms of sexual violence and sexual abuse.

5.2 Key Objectives

- Helpline - To provide evidence based best practice telephone support counselling and referral service for anyone who has experienced sexual violence and their supporters.
- Counselling - To support the provision of existing counselling services and to further develop a range of high quality counselling and support services to meet the diverse needs of all clients within the North East.
- Awareness Raising & Education - To open opportunities for information exchange in order to improve mutual understanding of RCNE and to develop competencies and skills necessary to enable changes in social attitude and behaviour.
- Accompaniment & Advocacy Support - To participate in individual and systems advocacy with and on behalf of people who have experienced Rape and or Sexual Assault.
- Networking & Continuous Organisational Development - To create a dynamic and cohesive environment that fosters commitment and supports continuous improvement in developing RCNE services within the North East.

5.3 Ideal Management Structure



5.4 Key milestones – in next 5 years

Actions / Tasks are subject to funding availability. Actions / Tasks can only be carried out if sufficient funding is secured and appropriate positions are secured to carry out the proposed tasks.

Schedule of Objectives, Key Actions / Tasks and Desired Outcomes. Years 2020 - 2025

5.4.1 Goal 1 - Helpline Support

To provide evidence based best practice telephone support counselling and referral service for anyone who has experienced sexual violence and their supporters.

Objectives	Action / Tasks	Outcomes	Resources
2.1 To promote the principle that all survivors of Rape & Sexual Abuse will have access to RCNE Helpline no matter where they live.	-Continue helpline services to provide crisis counselling, emotional support, information and referrals to women, men and young adults.	Helpline services Monday to Friday 9.00am to 5.00pm Increase provision of RCNE Helpline Services in Rural areas.	Funding Volunteers Helpline
2.2 To assist in the development of RCNE Helpline Service.	-Update Helpline Database and produce monthly and quarterly helpline reports. -Development of Helpline Policies & Procedures. -Train and recruit 10 new volunteers to provide counselling support on the Helpline.	Statistical analysis of in-coming and out-going helpline calls. RCNI – Standardisation of services. 10 new volunteers to provide helpline support to RCNE clients and supporters. Additional staff members operating the helpline.	Funding Helpline Database Volunteers/Staff Training

	-Offer training to staff members who are interested in providing counselling support on the helpline.		
2.3 To deliver a crisis line using an integrated analysis; addressing the diverse needs of women and men of all race, religious backgrounds, those with disabilities, immigrants, those of colour, those who live in rural areas who are historically more isolated – to ensure equal opportunity and equality of access to all seeking RCNE Helpline Service.	<p>-Work cooperatively with existing crisis lines to lessen the gaps and barriers to support, information, and referrals for sexually abused women and men.</p> <p>-Undertake consultation with key groups (e.g. asylum seekers, ethnic communities, disabled, lone parents, long term unemployed etc).</p>	<p>Receive new referrals from associated organisations.</p> <p>Identification of gaps in helpline service.</p> <p>Additional support and information to clients.</p> <p>Appropriate consultation structure in place.</p>	<p>Funding</p> <p>Research & Development</p> <p>Volunteers/Staff</p> <p>Helpline</p>
2.4 To work cooperatively with existing crisis lines and other services to lessen the gaps and barriers to support, information and referrals for sexually abused clients.	<p>-Encourage and promote inter-agency work.</p> <p>-Increase the number of referral intake from other agencies</p>	<p>Raise awareness of RCNE service.</p> <p>Increase number of clients attending RCNE service.</p>	<p>Funding</p> <p>Networking</p>
2.5 To act as a bridge, connecting women, men and young people with the services and supports available to them in their communities.	-Signpost to relevant supporting organisations.	Additional service to clients requiring support from other agencies.	<p>Funding</p> <p>Volunteers/Staff</p> <p>Helpline</p>

5.4.2 Goal 2 - Counselling & Support Services

To support the provision of existing counselling services and to further develop a range of high quality counselling and support services to meet the diverse needs of all clients within the North East.

Objectives	Action / Tasks	Outcomes	Resources
1.1 To provide and develop RCNE counselling services to meet the needs of survivors and their supporters.	<ul style="list-style-type: none"> -To employ a Senior Therapist -Increase the capacity to provide face-to-face counselling services - Offer group counselling as part of RCNE services - Offer couple counselling as part of RCNE services. - Offer training to existing counsellors in areas related to rape and sexual abuse. - Update client database on a regular basis. 	<ul style="list-style-type: none"> The creation of a new post - A Senior Therapist Increase number of survivors and supporters receiving counselling. Reduce the number of survivors and supporters on the waiting list Continuous Professional Development. 	<ul style="list-style-type: none"> Staff Funding Premises Counsellors Training
1.2 To enhance access and to expand Rape Crisis North East services.	<ul style="list-style-type: none"> -Increase counselling and support to existing services in Dundalk. - Increasing outreach counselling facility in Monaghan to 3 - 4 days per week. - Establish an outreach counselling service in Navan - Support the development of a Rape Crisis counselling service in Cavan . 	<ul style="list-style-type: none"> Greater access and visibility of Service; increase availability of counselling & advocacy services for clients. Increase provision of RCNE Services in Rural areas. Reduction in numbers on waiting list. 	<ul style="list-style-type: none"> Funding Outreach premises Main Office Counsellors

1.3 To ensure equal opportunity and equality of access to all seeking RCNE counselling service.	<p>-Take on consultation with key groups including LGBTI, Asylum Seekers, Travellers, Roma, Immigrants, Refugees, Youth, Lone Parents, Long Term Unemployed, Disabled.</p> <p>-Specialised sexual violence training when working with clients from ethnic minorities, LGBTI+ persons and youth.</p> <p>-Disseminate information on available supports to socially disadvantaged and rural areas of the community.</p>	<p>Increase in referrals</p> <p>Development of co-training or cross-training between specialist sexual violence services and agencies/groups working with and for Travellers, Roma, other ethnic minorities, LGBTI+ persons and youth.</p> <p>Participate on an interagency forum to help improve opportunities for services to inform each other and to develop interagency working, including co-training or cross-training.</p> <p>Provide RCNE information in different languages through RCNE website.</p>	<p>Funding</p> <p>Networking</p> <p>Training</p> <p>Awareness Raising Material</p>
1.4 To ensure all staff employed by RCNE have the required qualifications to work in RCNE.	<p>-All counsellors employed by RCNE must be trained to the required standards and have an accredited qualification with IACP, BACP, PSI or working towards accreditation.</p> <p>- All staff & volunteers are bound by confidentiality and must sign a confidentiality agreement in order to work for RCNE.</p>	<p>Qualified & experienced staff employed.</p>	<p>Funding</p> <p>Training</p>

	-All staff & volunteers receive appropriate training suitable to their posts. Paid training is by application only.		
1.5 To identify gaps in RCNE Counselling Service.	-Undertake an audit of RCNE services through research, evaluation and assessment of the service -To use existing RCNI database and have access to other databases to help determine and identify the gaps in service.	Involvement in Research Projects locally, regionally and nationally. Identification of gaps in RCNE services. North East database listing supporting organisations.	Funding Research & Development Databases for Agencies
1.6 To develop and update policies and procedures.	-To be compliant with Charities Regulatory Authorities -Regular development and updating of policies, procedures and standards as per policy checklist	To be compliant.	Funding Research & Development Board of Directors
1.7 To establish a means for measuring quality of service.	-Charities Regulatory Authorities -Continuous work with Rape Crisis Network Ireland- Quality Assurance Framework Document.	On-going working in line with RCNI Quality Assurance Framework Document. Recognised quality service as it meets the requirements of RCNI Framework Document.	Funding Research & Development

	<p>-Audit of service – Continuous development of Policies and Procedures.</p> <p>-Evaluation template for clients</p>	<p>Policies and Procedures are on-going and work in progress</p> <p>Client Feedback</p>	<p>Board of Directors</p> <p>RCNI Framework Document</p>
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5.4.3 Goal 3 - Awareness Raising & Education

To open opportunities for information exchange in order to improve mutual understanding of RCNE and to develop competencies and skills necessary to enable changes in social attitude and behaviour.

Objectives	Action / Tasks	Outcomes	Resources
<p>3.1 To raise awareness among policy makers of the prevalence and impact of sexual violence and abuse to better serve the needs of survivors</p>	<ul style="list-style-type: none"> -To work alongside RCNI to support them in submissions to government for change in policy and legislation. -To continue as a Director on RCNI's Board -To keep local politicians informed of the prevalence and impact of sexual violence at a local level. 	<p>New legislations in support of Survivors of Rape and Sexual Violence</p> <p>Better informed Government of the Prevalence and Impact of Sexual Violence</p> <p>Additional support from local politicians for the work of RCNE.</p>	<p>Funding</p> <p>Networking</p> <p>Travel</p> <p>Printing</p>
<p>3.2 To promote information literacy to communities within the N.E in order to positively influence public attitudes, behaviours and beliefs in the services of RCNE.</p>	<ul style="list-style-type: none"> -Produce quality brochures, posters & information pamphlets -Develop and implement promotional material for young people - Produce a helpline poster to be placed in all secondary schools within the N.E - Place advertisements in resource books e.g. college & school magazines. 	<p>Raise the profile of RCNE.</p> <p>Increase awareness of RCNE services within the North East.</p> <p>To encourage young people to get support through RCNE Helpline.</p>	<p>Funding</p> <p>Printing</p>

<p>3.3 To actively promote the importance and the range of RCNE services through various media channels.</p>	<ul style="list-style-type: none"> - Mass media interviews and articles in newspapers, magazines and electronic publications accessible via the internet. - Mass media interviews and news items on radio and television. - Inform local communities of RCNE services through community notices once a week. - Insert regular press releases in newspapers throughout the North East highlighting 'headline news events' and services of RCNE. 	<p>Raise awareness of RCNE services.</p> <p>Encourage more people to access RCNE services.</p>	<p>Funding</p> <p>Advertising costs</p> <p>Printing costs</p>
<p>3.4 To inform and educate people about Rape & Sexual Abuse in order to influence their attitudes, behaviours and beliefs.</p>	<ul style="list-style-type: none"> -To employ an Educational Officer -Communicate effectively with community members through public meetings, presentations, workshops, social media and informal social events - Structured educational and training programmes in schools, colleges, adult learning - Fundraising events. -Launch of RCNE Strategic Plan. -Networking and seminars. 	<p>The creation of a new post - an Educational Officer's Post</p> <p>Formalised structured meetings and presentations with Statutory and Non Statutory organisations and NGO's some of which includes Gardai, Social Services, Drug addiction services, Suicidal support services, Child protection, Community project leaders, Traveller groups, Ethnic minorities groups, G.P's etc.</p> <p>Organisations and the public at large will have a better understanding of RCNE services.</p> <p>Greater number of people accessing RCNE website.</p>	<p>Staff</p> <p>Funding</p> <p>Trained Volunteers</p> <p>Counsellors</p> <p>Printing Costs</p>

		Encourage people to donate online.	
3.5 To initiate and participate in projects and research activities which aim to: advance knowledge in relation to sexual violence; inform and educate the public of the causes and consequences of sexual violence; decrease the impact on all women and men of sexual violence; and change beliefs, attitudes, practices and behaviours which allow sexual violence to occur.	<ul style="list-style-type: none"> -To participate in relevant research projects -To participate in cross border joint initiatives -To participation & to have representation on various associated Local and National committees including: Rape Crisis Network Ireland.; Simon Women’s Aid; Children and Young Peoples Services Committees (CYPSE), Manuela Riedo Advisory Committee, Border Needs Analysis Projects and other possible associated committees as the need arises. 	<p>To have direct input into research activities from a local, regional and national level.</p> <p>Opportunity to Network.</p>	<ul style="list-style-type: none"> Funding Staff time Travel Subsistence
3.6 To identify and explore a number of other common approaches and techniques for public awareness raising.	<ul style="list-style-type: none"> - Static and travel exhibitions and displays. - Website. -Liaise with Dundalk Institute of Technology and other third level and second level institutes to collaborate on new awareness raising initiatives 	<p>Promote and raise awareness of RCNE at various educational and community events.</p> <p>Launch of Website.</p>	<ul style="list-style-type: none"> Funding

5.4.4 Goal 4 - Accompaniment, Advocacy & Support

To participate in individual and systems advocacy with and on behalf of people who have experienced Rape and or Sexual Assault.

Objectives	Action / Tasks	Outcomes	Resources
<p>4.1 To respond to the needs of survivors of rape & or sexual abuse through advocacy and support including Court Accompaniment; Garda Accompaniment; Medical Accompaniment.</p>	<p>-Provide accompaniment services to clients including being present with a client for attendance at a range of services: Garda statement, Medical & Forensic Examinations; Legal Services and Court Cases.</p> <p>-Contact professional services on behalf of individual clients</p> <p>-Provide accompaniment training to staff and volunteers.</p>	<p>Increase in the numbers receiving accompaniment supports</p> <p>Trained staff and volunteers available to provide court accompaniment, garda accompaniment and medical accompaniment.</p> <p>Accompaniment services available to clients.</p> <p>Ability to accompany a client to the courts and provide them with the necessary support.</p> <p>Ability to accompany a client to the guards and support a client while making a victim impact statement to the Gardai.</p> <p>Ability to accompany client to SATU, doctors or other medical services.</p> <p>Improved outcomes for those accessing the criminal justice and health care systems as a result of rape and sexual abuse.</p>	<p>Funding</p> <p>Volunteers</p> <p>Staff</p> <p>Training</p> <p>Counsellors</p>

<p>4.2 To utilize statistical information gathered to advocate for abused women and men on relevant issues, trends and to identify emerging issues and gaps in service.</p>	<ul style="list-style-type: none"> -To raise awareness or RCNE services -To make people aware of the impact of rape and sexual abuse on victims. -To make people aware of the number of people who have been raped, sexually abused, sexually assaulted and or have been sexually abused as children. 	<p>Increased number of clients accessing RCNE.</p> <p>Greater support from local politicians, local councillors and funders.</p> <p>Greater support from the public at large.</p>	<p>Funding</p> <p>Database</p> <p>Printing Costs</p>
<p>4.3 To work co-operatively with all levels of government to eradicate sexual violence against women & men.</p>	<ul style="list-style-type: none"> -Participation on relevant committees -Director on Rape Crisis Network Ireland. -Participation on other necessary and relevant committees as they arise. 	<p>Working co-operatively will mean a greater opportunity to have the voices of clients heard.</p> <p>Change in behaviour and attitude to Rape and Sexual Violence.</p>	<p>Funding</p> <p>Staff</p>

5.4.5 Goal 5 - Networking & Continuous Organisational Development

To create a dynamic and cohesive environment that fosters commitment and supports continuous improvement in developing RCNE services within the North East.

Objectives	Action / Tasks	Desired Outcomes	Resources
<p>5.1 To collaborate with main funding services; to diversify and expand the centre’s funding source and service options; to secure funding to create a new post of office manager as a direct support to manager.</p>	<ul style="list-style-type: none"> -Service Level Agreement with Tusla -New full-time Office Manager -To identify and put in place a list of activities that raise funds from a portfolio of sources. -To research grant giving organisations and prepare grant proposals. -Identify new funding opportunities for training, equipment, raising awareness. -Identify new fundraising ideas. -Put in place a fundraising committee in relation to organising large events. 	<ul style="list-style-type: none"> Annual SLA Application The creation of a new post – Office Manager Improved service and programs. Increased number of services and programs. More effective services and programs. Greater access to specialised training. New Equipment e.g. computers, scanners, printers, office furniture. Dissemination of information will reach a wider geographical area. Greater awareness of RCNE services. 	<ul style="list-style-type: none"> Funding Staff Networking Research & Development
<p>5.2 To establish strategic partnerships and alliances with other organisations and key stakeholders.</p>	<ul style="list-style-type: none"> -Develop collaborative links and build and strengthen existing links to facilitate the development of new and appropriate initiatives. 	<ul style="list-style-type: none"> Cross-border networking opportunity. Effective and efficient networking. 	<ul style="list-style-type: none"> Funding Networking

	-Develop partnerships as a result of the Border Naps Research	Creating partnerships will create a stronger and more sustainable RCNE.	
5.3 To develop and support new and existing networking opportunities	-Launch of RCNE Website. -Create awareness raising events e.g. information days etc.	Donate online – funding opportunity. Wider method of distributing information about RCNE services.	Funding
5.4 To develop cross border partnerships and improve pathways to service provision.	-Initiate links with similar services in Northern Ireland. -Build and strengthen links with all relevant organisations in the violence against women sector.	To research into the possibility of service support in Newry.	Funding Networking Staff
5.5 To create and maintain a work environment which is efficient, effective, healthy, safe and supportive of the well-being of staff.	-Qualified and experienced staff are employed. -Support, supervision, appraisal and training of employees and volunteers were necessary to ensure best practice within the work environment. -Structured format of meetings – pre-planned spreadsheet. -Clarification of roles and responsibilities of all who are involved in RCNE.	Recognised as a professional and dedicated service.	Funding Staff

These priorities will be considered when developing operational plans based on this strategic plan.

