



Strategic Plan 2022 - 2025

Purpose

Our Mission

Moray Rape Crisis exists to:

- provide a practical support and advocacy service for survivors of rape and other forms of sexual violence
- work towards the prevention and, ultimately, the elimination of sexual violence

To fulfil these objectives, Moray Rape Crisis provides free and confidential information, advocacy and support to anyone in Moray (age 11 and over) affected by any form of sexual violence. This includes survivors of sexual violence of all genders and their friends, partners and families.

We also provide advice and support to staff in other agencies who are working with those affected by sexual violence.

As well as supporting survivors and others, we aim to prevent sexual violence by raising awareness, challenging myths and campaigning

We are part of [Rape Crisis Scotland](#) and the network of local rape crisis centres across Scotland.

Our Vision

Our Vision is to prevent and ultimately eliminate sexual violence in the future, while today ensuring that survivors of rape and other forms of sexual violence in Moray receive the support they need, close to home and informed by feminist values.

Drawing from the past: our achievements

Moray Rape Crisis was established in 2018 as the newest rape crisis in Scotland. Originally established as a project within Rape Crisis Scotland, we were initially under the governance and management of Rape Crisis Scotland.

Since this time, the service has worked towards becoming self-governing. Key milestones in this journey were successfully gaining formal legal recognition as a Scottish Charitable Incorporated Organisation on 20 October 2020, and thereafter completing the transition to full self-governance at 1 October 2021.

Our achievements to date include the following:

- **Service delivery**

From October 2020 to 31 March 2022, MRC's trauma-informed support services have:

- Supported 179 services users
- Received 120 new referrals
- Provided 2998 support appointments (in-person, by phone or by video) and contacts (by phone, email and text).

MRC is also part of a Rape Crisis Scotland-led national sexual violence prevention programme which works directly with young people to increase awareness about sexual violence, consent and healthy relationships. This project focuses primarily on the delivery of a national pack of workshops to young people in secondary schools but can also include youth settings up to age of 25.

This programme launched in Moray in November 2020, though initial delivery was delayed due to the impacts of ongoing restrictions associated with COVID-19. Delivery resumed in April 2021, and in the subsequent period up to 31 March 2022:

- 144 workshops were delivered to 2,039 young people in schools across Moray;
- 7 out of 8 local authority secondary schools engaged in programme;
- Workshops were also delivered to young people at Moray SEBN Pinefield Campus, and a number of year groups at Gordonstoun School.

- **Profile and engagement**

MRC provides a range of information and awareness-raising resources about sexual violence and its impacts for survivors, their supporters and agencies.

We have secured funding and recruited for a new Communications and Engagement Worker post, to help deliver our information and communications plan. We also launched a new blog, and commenced a review of our service literature and website to increase inclusivity and accessibility, including the development of new information resources for young people.

We have also provided 3 online first responder training sessions to staff at University of Highlands and Islands, as a part of Rape Crisis Scotland's Equally Safe and College and University programme.

We have also engaged in campaigning and lobbying work, including co-signing the statement on the Nationality and Borders Bill from the Rape Crisis Movement.

MRC has worked collaboratively with a range of local and national stakeholders to improve services for survivors of sexual violence, including:

- Moray Violence Against Women Partnership;
- Moray Women's Aid;
- Police Scotland;
- NHS Grampian;
- Rape Crisis Scotland;
- Moray Food Plus;
- Moray Childcare Services;
- University Highlands and Islands (Moray College).

MRC receives referrals from a broad range of services across Moray, including: the Police; Moray Women's Aid; social work teams; GPs; mental health services; substance misuse services; housing; adult and child protection teams; children's services; schools; and services for disabled people.

- **People, health and wellbeing**

Initially, the service was delivered by a small staff team of 1 FTE staff member in 2018, increasing to 4 FTE staff by September 2021.

In March 2021 a manager was employed to support the organisation to transition to self-governance.

As of March 2022, we had increased our staff team to 15, the equivalent of 10 FTE. We also rely on the enthusiasm and energy of our volunteers to develop and deliver our service to survivors of sexual violence. We are very grateful to these volunteers for their commitment and support. We continually strive to make volunteering a positive experience for volunteers.

Our staff are at the heart of what we do and their endless dedication is what allows us to deliver for survivors.

We have also acquired and moved into larger and accessible office premises. Our office space is a welcoming, inclusive space where we can support survivors.

In 2021, we enrolled into the LGBT Charter Mark Award scheme to embed LGBT inclusion across our governance, operations and service delivery.

- **Finance and funding**

MRC's fundraising work is overseen by MRC's Finance Committee, which reports to the MRC Board of Trustees. Our first set of independently examined accounts were approved in September 2022 and are available on request.

MRC is currently developing and implementing a funding and fundraising strategy focussed on sustainability taking into account the end of major funding streams in 2023.

Demand is increasing across all of MRC's services. Referrals in 2021-22 alone increased by 200% on the previous year. Over the past 18 months, to help more effectively meet the level of need for the service in Moray, the organisation has successfully secured additional funding from the Scottish Government and UK Tampon Tax Fund to increase the capacity of our frontline services.

- **Strategy and governance**

A shadow board of trustees was recruited by Rape Crisis Scotland in Autumn 2019 to help lead MRC towards self-governance, and on 20 October 2020, the organisation successfully registered as a Scottish Charitable Incorporated Organisation. Our Board is now functioning independently.

The Board of Trustees comprises a minimum of three trustees and a maximum of twelve trustees, and must include a Chair, Treasurer and Secretary.

Charity Trusteeship is open to women aged 18 or over, and who subscribe to the purposes and values of MRC. The board may at any time appoint any woman who meets the aforementioned criteria to be a charity trustee by way of a resolution passed by majority vote at a board meeting.

The Board of Trustees meet bi-monthly to oversee the operation of the charity and determine its strategic direction and policies. The Board have also set up Finance and HR Sub-Committees, which meet regularly to implement finance and HR objectives and priorities within MRC's Strategic Plan. Each sub-committee comprises a minimum of one Director and a senior management representative. The day-to-day management is the responsibility of the Management Team.

Strategic aims and objectives

As we look to the future, we are building on the success of the organisation since 2018 and a strong staff and funding base. Our strategic aims and objectives focus on our five core working themes: service delivery; profile and engagement; finance and funding; strategy and governance; and people, health and wellbeing.

Aim: Enhance service delivery

- *Widen MRC's reach, particularly with regards to marginalised survivors*
- *Provide service at point of need*
- *Explore a range of effective models of support that will enable choice for survivors*
- *Increased engagement with service users*

Aim: Enhance our profile and engagement

- *Enhance communications and public engagement*
- *Develop campaigning and lobbying work*

Aim: Continued focus on our people, health and wellbeing

- *Consolidate our organisation, supporting the team through change and allowing strong foundations and positive culture to embed*
- *Developing our workforce*

Aim: Develop our finance and funding

- *Enhance fundraising*
- *Focus on sustainability and stability*

Aim: Develop our strategy and governance

- *Ensure the management structure of the organization is fit for purpose*
- *Build board resilience and address sustainability issues*

Delivering the goals

Below are the key activities we need to do to fulfil our aims and objectives.

Aims	Objectives	Activities
<i>Enhance service delivery</i>	<ul style="list-style-type: none"> • <i>Widen MRC's reach, particularly with regards to marginalised survivors</i> • <i>Provide service at point of need</i> • <i>Explore a range of effective models of support that will enable choice for survivors</i> • <i>Increased engagement with service users</i> 	<ul style="list-style-type: none"> • <i>Increase engagement with rural communities</i> • <i>More support on campus for UHI/Moray College</i> • <i>Consult with communities under-represented in MRC's service user group to identify and address barriers</i> • <i>Reduce the time survivors wait for support through increasing funding</i> • <i>Undertake review of MRC's service delivery model to consider options for offer of support nearer point of need/referral</i> • <i>Continue to grow tailored services for young people, people with learning disabilities, and those with diverse language needs</i> • <i>Focus on service user engagement with evaluative processes</i> • <i>Implement annual review process, including consultation with survivors, staff and volunteers to ensure plans are relevant, responsive, and address needs of service user group</i>
<i>Enhance our profile and engagement</i>	<ul style="list-style-type: none"> • <i>Enhance communications and public engagement</i> • <i>Develop campaigning and lobbying work</i> 	<ul style="list-style-type: none"> • <i>Complete Communications strategy to shape direction of organisational social media, increase profile and visibility of MRC and include regular communication and engagement with MRC's service users and supporters</i> • <i>Engage politically with Ministers/elected representatives to make strategic case for funding for rape crisis</i>

Aims	Objectives	Activities
<i>Continued focus on our people, health and wellbeing</i>	<ul style="list-style-type: none"> • Consolidate our organisation, supporting the team through change and allowing strong foundations and positive culture to embed • Developing our workforce 	<ul style="list-style-type: none"> • Develop MRC People Strategy and Plan • Review our service and structure, with a focus on ensuring we embed trauma-informed practice institutionally, to counter burnout caused by capacity issues and prevent crises emerging • Develop and implement training plan and review process to build anti-racist and intersectional organisational practice
<i>Develop our finance and funding</i>	<ul style="list-style-type: none"> • Enhance fundraising • Focus on sustainability and stability 	<ul style="list-style-type: none"> • Prepare annual budgets and link to business planning and objectives • Develop fundraising strategy to increase and diversify self-generated income, and diversify grant funding sources • Increase and diversify self-generated income • Increase reserves • Engage in strategic and political engagement/campaigning to make case for rape crisis funding
<i>Develop our strategy and governance</i>	<ul style="list-style-type: none"> • Ensure the management structure of the organization is fit for purpose • Build board resilience and address sustainability issues 	<ul style="list-style-type: none"> • Review structure of organisation (management structure in particular) to ensure that it is fit for purpose, with a focus on being able to sustain and support future growth • Set up short life governance working group with a focus on board resilience