

MORAY Rape Crisis

SEXUAL ABUSE & TRAUMA SERVICE



Strategic Plan 2025-2028

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Our Vision and Mission

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.

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 support, information and advocacy 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.

As well as supporting those affected by sexual violence, we aim to prevent sexual violence through the provision of awareness-raising workshops on consent, power, understanding sexual violence and pornography in Moray's secondary schools and youth services. We also work to raise awareness and challenge myths about sexual violence through community engagement and campaigning.

Our Values

We are:

- **Feminist and intersectional** – We recognise that all forms of rape, sexual abuse and exploitation are acts of violence that disproportionately affect women and children, involve the abuse of power and control, are a breach of human rights and are fundamentally rooted in gender inequality. We also recognise the overlapping power imbalances within society and within our work, and actively work to address these inequalities.
- **Empowering** - We work with survivors to shape the support they receive. We offer choices. We listen and believe, and treat everyone with dignity and respect.
- **Trauma-informed** – We see the person, not the diagnosis, and work with survivors to address what has happened to them within a trauma-informed framework. We work to recognise the impact of trauma on our staff team and promote self-care and staff wellbeing. We promote safety within the organisation and our services.
- **Inclusive** – We recognise and value the diversity and strength of our survivors and staff. We are committed to ensuring that all of our services are equitable and accessible to all; that our employees and volunteers reflect the diversity of the communities we serve, and that equality, diversity and inclusion is embedded across our organisation.
- **Survivor-centred** – We recognise that survivors are the experts in their lives, we take a strengths-based approach to our work.
- **Collaborative** - We work together locally in a positive multi-agency approach to best meet the needs of individual survivors. We also work closely with other like-minded organisations nationally and locally to campaign for improvements for survivors.

- **We believe that anyone who has experienced sexual violence, regardless of their gender, ethnicity, culture or sexual orientation, is entitled to non-judgemental and confidential support.**
- **We believe that no-one, regardless of behaviour, dress or lifestyle, is to blame for the violation which they experienced.**
- **We believe that everyone should adopt a 'zero tolerance' approach to any form of sexual violence.**

Equalities, Diversity and Inclusion Statement

We are committed to advancing equality and creating a diverse organisation. We aim for Moray Rape Crisis to be a welcoming, safe and inclusive organisation for all our team members, service users and visitors, regardless of race, sex, gender reassignment, sexual orientation, disability, age, marital and civil partner status, pregnancy and maternity, and religion or belief.



We are an intersectional feminist organisation meaning we understand how different oppressions converge and we know this impacts each survivor differently.

We support people of any gender, race, sexual orientation, disability and religious and cultural background.

Anti-Racism: Statement of Commitment

At Moray Rape Crisis, we are unequivocally committed to being an anti-racist organisation. We recognise that systemic racism and discrimination are unacceptable and have no place in our workplace or our broader community. We are committed to taking action to create conditions of greater inclusion, equality and justice. This includes a zero-tolerance approach to racism.

We aim to actively identify, challenge, prevent, eliminate and change the values, structures, policies, practices and behaviours that perpetuate racism, and in doing so are committed to enacting and embodying the following anti-racist principles across our strategic and operational work streams (these being Strategy and Governance, People, Health and Wellbeing, Communications and Engagement, Service Delivery and Finance and Funding):

- Championing a racially diverse workforce
- Not tolerating racist behaviour internally and externally, wherever it arises in relation to the organisation, and 'calling out' racism
- Providing training for all staff on unconscious bias and what being anti-racist means
- Addressing racial inequality in the workplace, and improving opportunity and access to services and employment.

We will create an action plan for how we develop and embed anti-racist, intersectional working across Moray Rape Crisis.

Our Development and Impact to Date

Moray Rape Crisis was established in 2018 as the newest rape crisis in Scotland. Originally established as a project within Rape Crisis Scotland, we gained formal legal recognition as a Scottish Charitable Incorporated Organisation on 20 October 2020 and became fully self-governing on 1 October 2021. We are a women-led organisation, with a Board of Trustees, currently comprising 7 skilled and committed women, which provides governance oversight. Strategic and operational management are delegated to a Manager and Team Leads.

We launched our first three-year Strategic Plan in 2022, and our achievements to date are outlined below.

1. Service delivery

Our frontline support services

Rape and sexual abuse are life-changing, and without effective support can have lifelong impacts. Over the past three years we have provided a holistic range of support services, including practical and emotional support to help survivors cope with the impacts of the trauma they have experienced, and advocacy support to help navigate the justice process where they choose to report. Survivors supported by our service tell us that our support helps them feel safer, more able to cope, and more confident and connected.

Over the past three years, we have developed the following types of support for survivors:

- **Individual therapeutic (emotional support):** help and support to understand trauma and build ways of coping with the impacts of the sexual violence they have experienced. This support usually takes the form of weekly, hour-long appointments, with the same worker each session. An initial block of 6-sessions is offered, with the option to access a further block of up to 30 sessions.
- **Advocacy support:** support for survivors throughout the justice process, where they choose to report to the police. Support for survivors engaging with this process can take several years from the point of reporting to giving evidence in court. This support varies in format, encompassing support to report to the police, attend appointments with justice agencies, attend court and the provision of updates from the police or justice agencies.
- **Practical support:** to support survivors in their engagements with housing, health, education and welfare support services.
- **Tailored support and advocacy for young people aged 11 to 18:** the 'Rise Up' project. This is usually appointment-based and delivered in a designated space for young people at our centre in Elgin, or on an outreach basis at schools or youth services.
- **Tailored support and advocacy for survivors with learning needs and disabilities:** the 'Side-By-Side' project. This support is also usually appointment-based and delivered in a designated space within our centre in Elgin that has been

designed in consultation with a local disability advocacy service to increase accessibility for survivors with disabilities.

- **First language support in Polish**: this support is also usually appointment-based and delivered by the role of Polish-Speaking Support Worker at Moray Rape Crisis.

Survivors can choose whether to have face-to-face support at our accessible centre in Elgin, or for their support to be online or by telephone, which for some survivors who live rurally and have limited access to public transport may increase accessibility. We also offer outreach support from carefully chosen community venues in Forres, Keith and Dufftown to increase access for rural communities, or for young people in their schools where they choose this.

Our support is survivor-centred, and shaped by trauma-informed principles of safety, trust, choice, collaboration and empowerment. In our support, we give survivors the time and space to tell us what is important to them. Our centre in Elgin is centrally but discreetly located. To help protect the confidentiality, privacy and dignity of survivors who access support at our centre, we operate a staggered appointment system.

Our reach

	2022-2023	2023-2024	2024-2025
Number of survivors and service users supported	236	220	236
Number of appointments and supportive contacts by phone, text and email provided	7,548	8,966	9,961
Number of new referrals	142	206	227

Of the survivors and service users supported by Moray Rape Crisis over the past three years:

81% identified as women and girls	7% identified as men and boys
2% identified as non-binary	3% identified as trans
2% were aged between 11-15	31% were aged between 16 to 25
65% were aged between 26 to 65	2% were aged between 66- 95

Our impact

Through outcome evaluation survivors tell us that our support enables them to:

- a) Feel safer and have greater control of their lives and choices.**
- b) Feel more informed about the impacts of sexual abuse and trauma, and more able to self-manage these impacts.**
- c) Increase their confidence and well-being.**

Qualitative feedback from survivors includes:

- 'I can talk about my feelings...I don't feel like walls are caving in anymore.' (Young survivor, aged 13)
- 'This has helped me be able to talk to someone instead of bottling it all up and the support I've been getting has helped me a lot with liking myself again.' (Young survivor, aged 15)
- 'I actually feel listened to and get proper support with my problems. I love how I can speak about anything that is troubling me, not just the sexual violence. At first I thought I could only speak about what happened to me, which scared me, and now I know I can speak about anything.' (Young survivor, aged 18)
- 'As a family we are very grateful to Moray Rape Crisis for being there and supporting us to be able to move forward knowing we had someone there to listen, offer advice and strategies.' (Adult survivor)
- 'I was scared to take on the support because so many services had not met my needs and failed me. But I finally found a service...who got it, who understood. Through a lot of patience and intense support in a way that was safe and at my own pace, I learned the tools needed to keep myself safe and have confidence to ask for help and support when I needed it. I have gone from no control to almost full control of my drinking. I never felt judged but fully supported and don't think I've ever felt stronger because of the support I received... I honestly don't believe I would be here today had it not been for this amazing and empowering support.' (Adult survivor)
- 'Working with [my support worker] during the sessions allowed me to understand better what trauma is and how it affects our lives. I was given tools that helped me reduce stress and control my emotions. Thank you for the sessions in Polish because it made it easier for me to talk about my problems, and I was heard and listened to. That was so helpful.' (Adult survivor)
- 'I find having a safe space to talk is good as I am not able to talk anywhere else. I am good now at recognising what is happening for me and why I am feeling the way I am. My worker has a good understanding of my ADHD & Autism and why it takes me longer to get things done... My worker took time with me at the start and was patient as I struggled with the trust and talking. I now know when things are not good for me and have worked on my triggers and resilience. My self-worth is much better and can say no to people.' (Adult survivor)
- 'Very individualised and person-centred [support]... I feel listened to and empowered.' (Adult survivor)

Our prevention work with young people

Moray Rape Crisis also delivers the national Rape Crisis Scotland Sexual Violence Prevention Programme locally in Moray. This project encompasses the delivery of awareness-raising workshops on consent, understanding sexual violence, power and pornography to young people in Moray's schools and youth services, covering the ages of 11 to 25.

Our reach

	2022-2023	2023-2024	2024-2025
Number of young people reached in Moray's secondary schools and youth services	1,545	2,389	2,054*
Number of workshops delivered	159	188	119*

*Please note that our prevention project only operated for 9 months in 2024-2025 due to the requirement to recruit.

Feedback from young people about the impact of the prevention programme includes:

When asked "One thing I learned from the workshops is..."

"What sexual violence is and how it can impact someone." S5 student

"That different power dynamics between people can affect a relationship" S1 student

"Consent is everything." S2 student

"No one should be pressured to send nude pics." S3 student

"Consent has to be online and in person." S3 student

"Nobody can touch you without your consent." S3 student

Additional comments from school students:

"It can be awkward to talk about this stuff but it is important to be taught about it." S4 student

"I know who Moray Rape Crisis helps." S1 student

2. Profile and engagement

Communications

Moray Rape Crisis provides a range of information and awareness-raising resources about sexual violence and its impacts for survivors, their supporters and agencies. This includes a range of information leaflets and information resources on our website.

Over the past three years we have grown our social media, regularly marking key awareness dates and campaigns, including:

Stalking Awareness Week	International Women's Day
LGBT Pride Month and History Month	Maternal Mental Health Awareness Week
Gypsy, Roma and Traveller History Month	World Day for the Prevention of and Healing from Child Sexual Abuse
Elder Abuse Awareness Day	Trans Awareness Week
International Day of the Elimination of Sexual Violence in Conflict	Trans Day of Remembrance and Trans Day of Visibility
International Youth Day	Disability History Month
World Day Against Human Trafficking	Human Rights Day
Non-Binary Awareness Day	International Migrant's Day
Volunteers week	Parent Mental Health Day
Trustees week	Sexual Abuse and Sexual Violence Awareness Week
Hate Crimes Awareness Week	Mental Health Awareness Week
International Day of Older People	Eating Disorders Awareness Week

Community engagement

We have worked jointly with Moray Violence Against Women Partnership and Moray Women's Aid over the past three years to:

- Co-organise two Reclaim the Night events, including Moray's inaugural event in November 2024.
- Co-organise a multi-agency conference on gender-based violence to mark International Women's Day in 2024.

- Deliver a joint online campaign 'We Are Here for You', which aims to increase the reach of our services to LGBTQ+ survivors in Moray.
- Issue joint social media statements on key issues, including support for survivors from BME, migrant and refugee communities in North-East Scotland on International Migrant's Day.

Partnerships

Moray Rape Crisis is a partner in the Moray Violence Against Women Partnership, and works closely with local multi-agency partners to improve support and justice for survivors of sexual and gender-based violence and towards preventing this.

We also attend the Moray Health and Wellbeing Forum and work collaboratively with Moray Food Plus to provide an onsite food larder and free toiletries for survivors experiencing financial hardship. Nationally we are members of Rape Crisis Scotland, SCVO, Children in Scotland and the Poverty Alliance.

Referrals

We routinely receive referrals from a broad range of agencies, including Police Scotland, NHS services, Social Work, Education, and voluntary and community agencies, and work collaboratively with these agencies to provide integrated and joined-up support for survivors. 23% of referrals received over the past three years were also self-referrals, and we regularly raise awareness of our services through social media, website and distribution of our service information to services and community hubs across the area.

Equity, diversity and inclusion

We are committed to being an inclusive and diverse organisation, and to taking proactive action to address barriers to inclusion. Over the past few years, we have developed tailored services for young people aged 11 to 18, survivors with a learning disability or need, and also first language support for Polish-speaking survivors, which are specifically designed to meet the needs of these communities of survivors. Our premises are accessible, including designated support spaces for young people and adults with sensory disabilities, and located near key public transport routes. We work in partnership with Moray Food Plus to provide an on-site food larder, free toiletries and period products for survivors who are experiencing poverty and financial hardship. In 2023 we achieved the LGBT Gold Charter Mark. We have an Equalities Action Plan which aims to improve the equity of our services for service users with protected characteristics, who are impacted by rurality, and/or who are experiencing poverty and social injustice. Our Equalities Action Plan is implemented by our Equalities Champions Group, which includes staff from a range of frontline services and roles at Moray Rape Crisis, including senior management, and meets monthly.

3. People, health and wellbeing

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

Over the past three years, we have grown our staff team to better meet the need for our service in Moray. 19 staff members (14 full-time equivalent) are now employed by the service, including a Manager, Team Lead, Admin and Finance Team, Sexual Violence Prevention Worker, Communications and Engagement Worker and frontline Therapeutic Support and Advocacy teams.

We have also continued to provide placement opportunities to student counsellors over this time and have started to build a small team of volunteer counsellors who have elected to stay on with us following completion of their placements and qualification. We are very grateful to our placement students and volunteers for their dedication, commitment and support. We continually strive to develop further volunteer opportunities.

Our People, Health and Wellbeing Committee has also overseen the review and update of a broad range of policies, as part of our three-yearly organisational review cycle.

Work has also taken place to develop and cost an aspirational organisational structure model with a focus on supporting future growth to more effectively meet local need for our services.

'I feel Moray Rape Crisis has a very warm, supportive and respectful culture which is very important, not just for morale and wellbeing, but also the effectiveness and safety in terms of survivor support. The psychological safety allows me to speak up about any concerns or mistakes, ask without fear of judgement and share ideas as feel respected and supported and valued as a volunteer. Training opportunities are relevant and useful for my development and also it is good to have peer support and feel I have learned from this.' (Volunteer Counsellor)

4. Finance and funding

Over the past three years, we have continued to receive funding from the Scottish Government and have also increased and diversified our grant funding through successful applications to BBC Children in Need, Garfield Weston Foundation, Henry Smith Foundation, Moray Communities Mental Health and Wellbeing Fund, NHS Grampian Charity National Lottery Community Fund, The Robertson Trust, The RS Macdonald Trust and a number of local community funds. Increased funding has enabled us to increase the capacity of our frontline services to better meet the level of need for our service in Moray.

Despite our successes over the past three years, funding our services remains an ongoing challenge. A number of current funding streams awarded to Moray Rape Crisis will end in

2027 and will require replacing if we are to continue our operations at their current level. In addition, our service waiting lists clearly evidence unmet need for our services, which additional funding would be required to address. The external funding landscape however is increasingly competitive, with fewer large grant awards available. Sourcing and applying for funding to both maintain and extend our level of operations will remain a significant priority for Moray Rape Crisis over the coming years.

We have also made a steady start to increasing our donor and supporter base, through community fundraising, individual giving and corporate donations. As a newer charity, this remains an area of development and we are not yet in a position to meet our reserves policy. The next three years will see a particular focus on increasing our self-generated income.

Our annual audited accounts for this period are available on our [website](#).

5. Strategy and governance

Moray Rape Crisis' Board of Trustees meet bi-monthly to oversee the operation of the charity and determine its strategic direction and policies. Office Bearers include two Co-Chairs and Treasurer. Charity Trusteeship is open to women aged 18 or over, and who subscribe to the purposes and values of Moray Rape Crisis. 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.

Over the past three years, we have consolidated our governance structure through regular trustee recruitment to help address sustainability and creation of a new Governance Committee. The Governance Committee, which structurally sits alongside our existing Finance and People, Health and Wellbeing Committees, has developed a number of processes to grow our governance, including a governance calendar, risk oversight and reporting process, review and update of trustee role descriptions and annual trustee skills audit. Each committee reports to the Board of Trustees at their bi-monthly meetings. In addition, the role of Safeguarding Lead for the Board of Trustees has been established, which has oversight of safeguarding policy and practice.

We have also focussed on quality assurance across our operations and delivery during this period, achieving Living Wage Accreditation and the LGBT Gold Charter Mark, and working towards accreditation through the Investing in Volunteers scheme and the National Rape Crisis Service Standards.

Where We Are Now:

Strengths, Challenges, Opportunities and Threats

Strengths

- Purposeful, intentional, principled feminist leadership, building values-based & robust foundations.
- Survivor centred – meaningfully trauma-informed (putting the principles of trauma-informed care into practice, recognising survivors as the experts)
- Proactively trying to reach and be more inclusive of Moray's diverse communities.
- Local leadership in partnerships/ collaborative working.
- Awareness-raising to increase community awareness of sexual violence and our services.
- Created a safe, transformative space in Moray for all survivors.
- Organisational culture and processes which support staff, student and volunteer well-being.
- Creating conditions that have led to having an empowered staff team that then allows them to support survivors in a way which is empowering (allowing staff to embrace their individual strengths to support survivors).
- Amplifying survivor voices, for example through the publication and promotion of [Amy's Story](#).
- Constantly developing and striving to improve services.
- Development and reach of sexual violence prevention project- reaching thousands of young people across Moray in year.
- Strong governance processes- we have built and consolidated our governance infrastructure over past three years.
- Diversification of grant funding over the past three years.
- Increased following/reach on social media and website- positive feedback about our social media.

Challenges

- Insufficient resources to meet growing waiting list and demands on our service
- Unrestricted reserves below reserves policy level
- External funding landscape is increasing competitive, with fewer large grant awards available.
- Multiple annual funding streams, which require new funding streams to be sourced each year to continue service delivery at existing level.
- Lack of local authority funding.
- Low level of annual donations, regular giving and community fundraising in aid of Moray Rape Crisis
- Local prevalence of myth of Moray being a 'rural idyll' where sexual violence does not happen- despite recorded crime statistics for Scotland showing that Moray has had one of the highest rates of sexual assault per head of population in Scotland since 2022.
- Key staff in some sectors and agencies in area still not being aware of services provided by Moray Rape Crisis and who we support.
- Stretched local statutory services and limited number of local community support and advocacy services- resulting in limited signposting options for survivors and increase in survivors presenting to Moray Rape Crisis with unmet health and welfare needs.
- Increasing impacts of poverty and multiple deprivations on survivors and their families- resulting in increased need for safeguarding interventions and practical support to help meet basic needs.
- Insufficiently resourced management structure, resulting in overstretch.
- Lack of dedicated fundraiser post.
- Challenges in recruiting trustees.

Opportunities

- Positive track record and reputation for project delivery built over past three years.
- Development of robust infrastructure to support counselling students on placement and volunteers, expansion of placement opportunities and planned expansion of volunteer opportunities.
- Increased profile and reach through growth of our prevention work, increased following on social media and local campaigns such as Reclaim the Night.
- All local authority secondary schools in Moray now being signed up to the Equally Safe At School programme.
- Collaborative working with UHI Moray, development of bespoke prevention workshops for students and training opportunities with UHI staff.
- Fundraising campaign to increase individual and corporate donations, regular giving and community fundraising in aid of Moray Rape Crisis.
- Expansion of rural outreach services into Keith and Dufftown areas of Moray through new funding streams.
- New funding to enable development of bespoke project to support survivors of sexual violence serving at Moray's military bases, who have previously served, or who are the partners/ex-partners or family members of military personnel.
- Pro-bono HR support through Inspiring Scotland's Specialist Volunteer Network (SVN) programme to conduct organisational structure review and plan for more sustainable structure.
- Additional pro-bono support from cyber-security consultancy through Inspiring Scotland's SVN programme to conduct high-level cyber-security/cyber-resilience review.
- Achievement of Living Wage Scotland accreditation as Living Wage employer.
- Work towards achieving accreditation through Investing in Volunteers and the Survivors Trust's Trauma-Informed Employer accreditation scheme.

Threats

- Unstable global political and economic context.
- Changing UK political landscape.
- Changes to legal landscape.
- Climate change.
- Cyber threats, AI and rapidly changing digital landscape.
- Financial insecurity/loss of funding/austerity.
- Overstretched management structure and lack of appropriate succession plan.
- Stress/burnout of staff.
- Rapidly accelerating pace of online misogyny, pornified culture and online sexual violence.

This analysis has been developed in consultation with Moray Rape Crisis service users, staff team, volunteers and trustees.

Looking Forwards: Our Strategic Priorities for 2025-2028

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.

1. Enhance service delivery

- Widen our 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.

2. Enhance our profile and engagement

- Consolidate our communications and public engagement.
- Grow our campaigning and lobbying work.

3. 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.
- Develop our workforce.
- Grow our volunteer team.

4. Build our finance and funding

- Enhance fundraising.
- Focus on sustainability and stability.

5. Develop our strategy and governance

- Build a sustainable management structure.
- 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.

Aim	1. Enhance service delivery		
Objectives	• <i>Widen our 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>		
Strategic Priority	Service Delivery		
Owner	People, Health and Wellbeing Committee		
Timeframe	Year 1 (2025-2026)	Year 2 (2026-2027)	Year 3 (2027-2028)
Actions	• Develop online information resource for survivors about support at Moray Rape Crisis. • Increase engagement with survivors on our waiting lists through developing three-monthly holding message process. • Continue consultation and development work to increase awareness of barriers facing older survivors to accessing our support.	• Develop additional outreach services across Moray to increase accessibility building on model already developed in Forres. • Develop tailored service model and resources for older survivors based on learning from consultation. • Develop web-based resources for survivors waiting for support on our waiting lists.	• Develop video resources for inclusion on our website and social media about our services, to increase accessibility for survivors with literacy difficulties. • Liaise with Scottish Women's Rights Centre with a view to improving number of family court solicitors in Moray who have received specialist GBV training. • Increase engagement with young people across Moray through developing dedicated Moray

Actions (continued)	• Enhance information on our website for survivors who have recently experienced sexual assault. • Source funding to increase the capacity of our Rise Up project for young people, with aim of reducing waiting list for that service. • Continue to provide placements for students on diploma level courses or equivalent and post-qualification volunteering opportunities to help towards reducing our waiting lists. • Work together with local and national partners to support the implementation of Equally Safe at School across Moray's secondary schools. • Increase collaborative work with UHI Moray to enhance awareness about sexual violence, consent and support provided by Moray Rape Crisis.	• Increase service user feedback and engagement opportunities through inclusion of feedback form on website. • Source funding to scope need in Moray for support services for children aged 10 and under, and key considerations for development. • Source funding to expand our prevention work with young people across Moray. • Work together with key partners to increase awareness of experiences of survivors with a military connection and awareness of local GBV support and advocacy services. • Review options for resumption of groupwork services and increasing options and choices for survivors, including young people's groups. • Increase sensory items in dedicated young people's support space.	Rape Crisis social media channels for young people. • Consider amending the name of Moray Rape Crisis to increase understanding that we support survivors of all forms of sexual violence. • With a view to increasing referrals from male survivors, develop local campaign to increase awareness of sexual violence perpetrated against men and boys, and services available to support men and boys. • Extend accessibility of our frontline services through the provision of regular evening appointments. • Work towards sourcing funding to increase advocacy support for survivors engaged in civil court processes. • Work with local youth services to promote opportunities for young men and boys to become involved in gender justice activism.
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Aim	2. Enhance our profile and engagement		
Objectives	• <i>Enhance communications and public engagement</i> • <i>Build campaigning and lobbying work</i>		
Strategic Priority	<i>Profile and Engagement</i>		
Owner	<i>Finance and Funding Committee</i>		
Timeframe	Year 1 (2025-2026)	Year 2 (2026-2027)	Year 3 (2027-2028)
Actions	• Work together with local partners to co-organise Reclaim the Night (across Years 1 to 3). • Continue to build connections with local agencies and services to enhance awareness of our work and referral pathways. • Implement Equalities Action Plan to improve access and inclusion for survivors from marginalised communities, including BME, LGBTQ+, disabled and older survivors. • Review website to increase accessibility for diverse communities across Moray.	• Build our mailing and distribution list through proactive contact with local agencies, supporters and donors. • Engage with local media and advertising outlets to promote work of Moray Rape Crisis. • Launch quarterly Moray Rape Crisis newsletter. • Engage politically with Ministers/elected representatives to make strategic case for funding. • Develop and launch community fundraising campaign in aid of Moray Rape Crisis.	• Continue to deliver community fundraising campaign. • Increase representation at local community events, festivals and galas. • Promote opportunities for men and boys to become involved in local and national campaigns to address gender-based violence, including connection with local men's/boy's community groups.

Aim	3. Continued focus on our people, health and wellbeing		
Objectives	• <i>Consolidate our organisation, supporting the team through change and allowing strong foundations and positive culture to embed</i> • <i>Develop our workforce</i> • <i>Grow our volunteer team</i>		
Strategic Priority	<i>People, Health and Wellbeing</i>		
Owner	<i>People, Health and Wellbeing Committee</i>		
Timeframe	<i>Year 1 (2025-2026)</i>	<i>Year 2 (2026-2027)</i>	<i>Year 3 (2027-2028)</i>
Actions	• Ensure quality, compliance and safe practice through continuing policy review (Years 1 to 3). • Work towards accreditation as a Living Wage Employer. • Work towards accreditation through the Investing in Volunteers scheme. • Grow the number of student counselling placements offered and opportunities for post-qualification volunteering. • Develop organisational Wellbeing Policy to consolidate existing well-being supports and practices.	• Conduct organisational structure review, with a focus on building sustainability, supporting future growth and embedding trauma-informed practice institutionally, to counter burnout caused by capacity issues. • Develop and implement review and training to build anti-racist organisational practice. • Register for the Survivors' Trust Trauma-Informed Employer accreditation scheme. • Improve opportunities for student and volunteer counsellors to engage in peer support and learning.	• Implement the recommendations from the organisational structure review. • Work towards broadening volunteering recruitment and opportunities at Moray Rape Crisis. • Source funding for a volunteer coordinator post.

Aim	4. Develop our finance and funding		
Objectives	• <i>Enhance fundraising</i> • <i>Focus on sustainability and stability</i>		
Strategic Priority	<i>Finance and Funding</i>		
Owner	<i>Finance Committee</i>		
Timeframe	<i>Year 1 (2025-2026)</i>	<i>Year 2 (2026-2027)</i>	<i>Year 3 (2027-2028)</i>
Actions	• Build fundraising strategy to increase self-generated income and diversify grant funding sources. • Secure grant funding to replace existing funding streams ending at March 2026. • Secure funding for planned service developments, including additional funding for Rise Up project to build capacity and to enhance outreach service provision in rural areas of Moray. • Work towards increasing unrestricted reserves. • Prepare annual budgets and link to business planning and objectives (Years 1 to 3).	• Develop and launch community fundraising campaign in aid of Moray Rape Crisis to increase self-generated income. • Build base of donors and supporters. • Engage in strategic and political engagement/campaigning to make case for rape crisis funding. • Source and secure grant funding for funding streams ending at March 2027. • Source funding for planned service developments, including growing capacity of prevention project.	• Continue to deliver community fundraising campaign. • Consider development of training inputs for local companies with a view to building corporate fundraising. • Undertake social value (return on investment) calculation. • Source and secure grant funding for funding streams ending at March 2028.

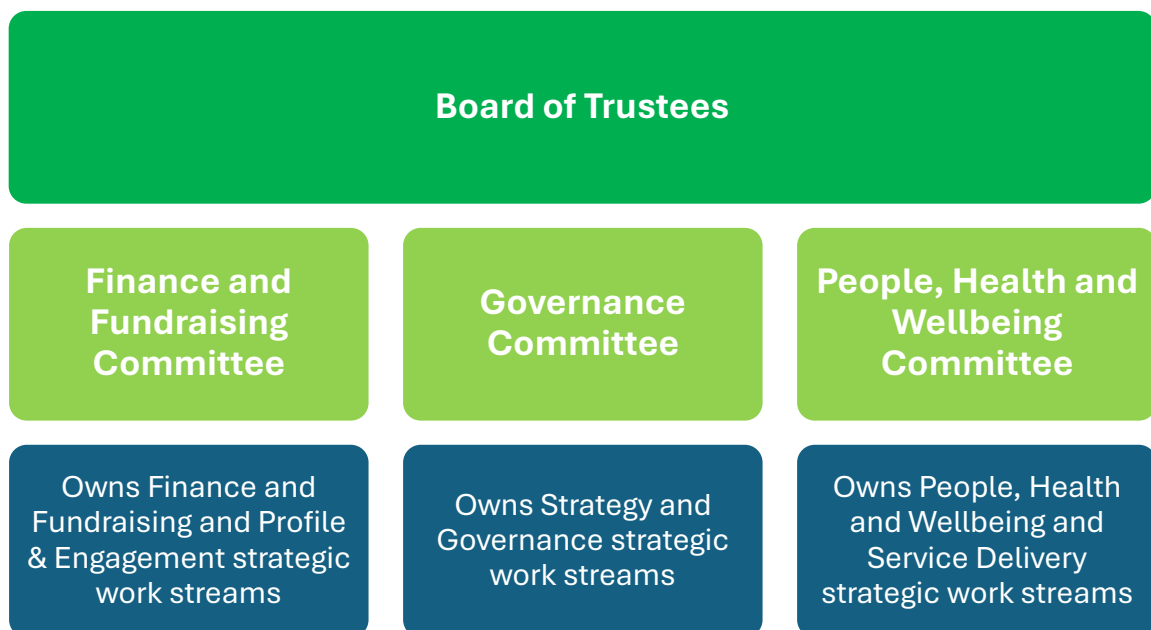
Aim	5. Develop our strategy and governance		
Objectives	• <i>Build a sustainable management structure</i> • <i>Build board resilience and address sustainability issues</i>		
Strategic Priority	<i>Strategy and Governance</i>		
Owner	<i>Governance Committee</i>		
Timeframe	<i>Year 1 (2025-2026)</i>	<i>Year 2 (2026-2027)</i>	<i>Year 3 (2027-2028)</i>
Actions	• Build Board of Trustees membership through regular recruitment (Years 1 to 3). • Develop trustee skills audit process and training plan. • Grow opportunities for board, staff and volunteer engagement. • Ensure regular review of Risk Register and Risk Management Action Plan (Years 1 to 3) • Ensure implementation of Equalities Action Plan and Environmental Action Plan (Years 1 to 3)	• Conduct organisational structure review, with a focus on increasing sustainability of management structure to support future growth and counter burnout caused by capacity issues. • Review Environmental Policy in line with policy review cycle. • Conduct review of cyber-security/cyber-resilience and implement recommendations. • Develop Anti-Racism Policy and Action Plan. • Develop public statement for the Moray Rape Crisis website on anti-racism and intersectional feminism.	• Work together with People, Health and Wellbeing Committee to implement the recommendations from the organisational structure review.

Accountability and Reporting

Our People, Health and Wellbeing, Finance and Funding and Governance Committees will oversee the implementation of our action plan.

Progress against actions will be reported by the Manager to each committee at their regular meetings across each year (bi-monthly in frequency for the People, Health and Wellbeing Committee and quarterly for the Finance and Funding Committee). The Chair of each Committee will report on progress to the Moray Rape Crisis Board of Trustees at their bi-monthly meetings.

An annual report on progress achieved will be prepared by the Manager and approved by the Board. The report will then be circulated to our staff and volunteers, and a summary made available to our service users.



Monitoring and Evaluation

We will continue to measure the impacts of our work in the following ways:

- **Scaled therapeutic outcome evaluation tool:** this is a bespoke scaled questionnaire which is mapped against Moray Rape Crisis' therapeutic service outcomes and indicators framework. The form consists of 10 statements (including, for example: 'I feel safe', 'I feel in control', 'I am able to cope', 'I like myself', 'I am able to interact with others') and invites survivors to select a number which they feel best fits their experience. Survivors and service users are invited to complete this form at the start, middle and end of their support. The data recorded is input into Oasis, our bespoke case management and monitoring database system, enabling

reports to be generated which provide quantitative evidence of the difference made by our support within a given timeframe.

- **End of support evaluation questionnaires:** a qualitative questionnaire which survivors and service users are invited to complete at the end of their support.
- **Case studies:** we also use anonymised case studies to evidence the impact of our work, based on worker observations and evaluation feedback received from survivors and service users.
- **Survivor and service testimonials and stories:** survivors and service users also on occasion provide testimonials or their stories which describe the impact of the support they have received.
- **Equality and diversity monitoring data:** collected anonymously from service users, staff, volunteers and trustees, where they choose to provide this.
- **Prevention workshop feedback surveys:** issued to young people engaging in our prevention workshops.
- **Analytic data:** measuring reach and engagement of our social media and website.

We will also assess our progress through the following measures:

Annual strategic plan review days with trustees, staff and volunteers	Annual strategic plan survey with survivors and service users
Complaints feedback	Financial monitoring systems
LGBT Charter Mark accreditation scheme	Investing in Volunteers accreditation scheme
National Rape Crisis Service Standards	Service User Complaints process
Survivors Trust Trauma-Informed Employer accreditation scheme	Team Meetings
Volunteer and staff feedback surveys and exit surveys	

We monitor our service outputs and outcomes on a six-monthly basis, reporting these to our board of Trustees, funders and in operational meetings, to inform our ongoing learning and development as a service.

Acknowledgement

We are very grateful to all our funders, donors, supporters and partners, whose ongoing support enables us to deliver our high-quality services across Moray. Our sincere thanks too to our skilled and committed team of staff, volunteers and trustees, whose endless dedication allows us to deliver for survivors and our service users.

Conclusion

We approach the next three years from a strong position and are committed to realising our strategic aims and objectives, in furtherance of our vision of a Moray free from sexual violence, where survivors have access to the support they need when they need it.

Moray Rape Crisis

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