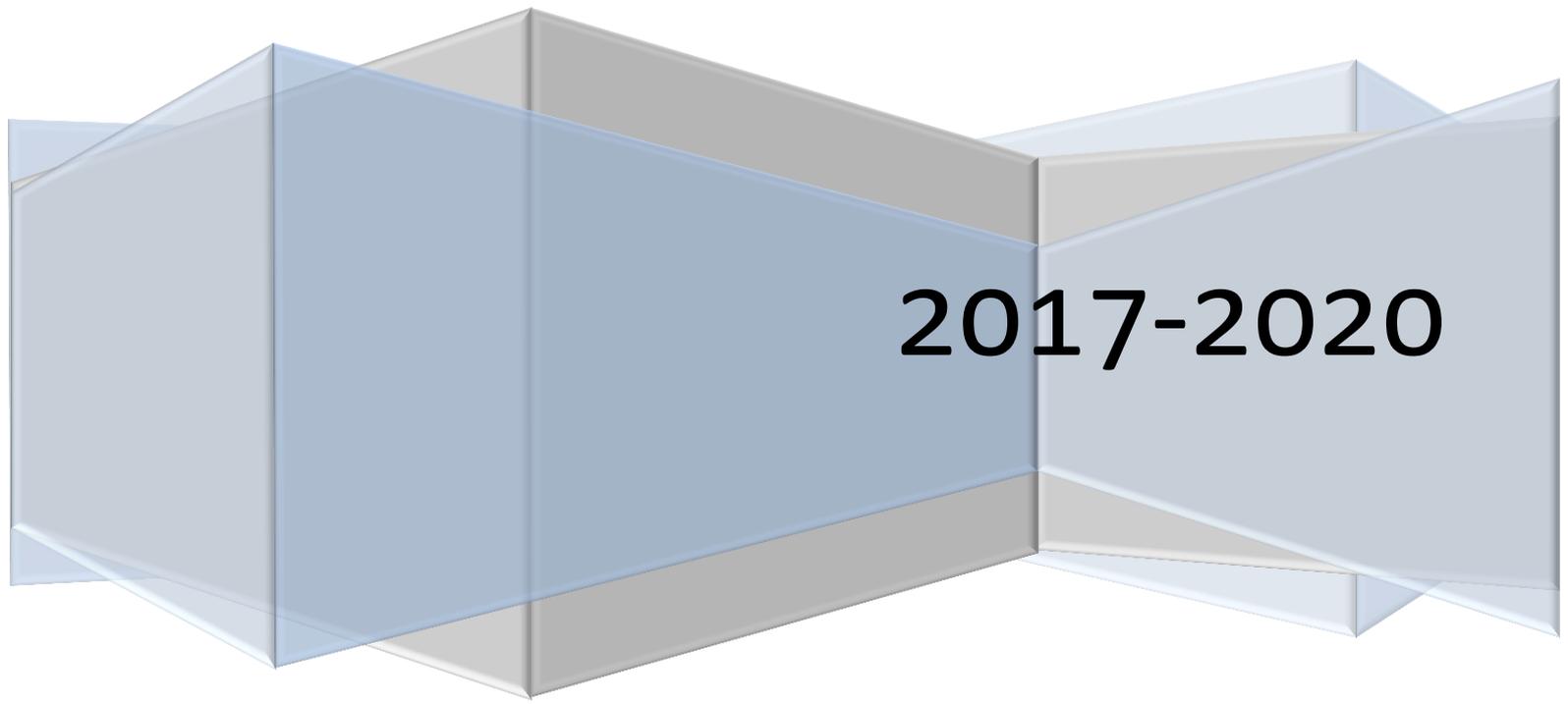


Break The Silence

Strategy



2017-2020

INDEX

Item	Details	Page
1	Message from the CEO & Board of Trustees	2
2	Mission, Values & Vision	3
3	Organisation Summary	4
4	Context for the Strategy 2017 – 2020	5
5	Service Model	5
6	5 Key Themes	6-8
7	Budget	8
8	Contact Details	9

1. Message from the CEO & Board of Trustees

Our founder Kate Short had a vision in 2004. Kate could see *“a centre that was easily accessible, offered a holistic approach to meet the needs of survivors, male and female, their partners and their families. It would offer a range of support services in one place to address many of their issues – not just one. It would be welcoming, non-threatening and safe. It would be Break the Silence.”*

Kate stepped down in 2015 and is succeeded by our new Chief Executive Alison Tait who, prior to this, was CEO with The Robert Burns World Federation and a volunteer member of our Board of Trustees.

It is our pleasure to present Break the Silence’s Strategic Plan for 2017-2020 and we would like to thank all of our stakeholders - members of the community, staff, strategic partners, funders and donors - for contributing in our planning process.

This Strategic Plan outlines five strategic directions that are key to helping us focus on our Vision and achieve our Mission. As we implement our strategic plan, services will be developed, programmes will be added and partnerships will be nurtured, each with the intent of maximising client access to the services they require.

Organisational infrastructure will be a priority to ensure that Break the Silence remains a strong, effective, efficient and accountable organisation. New ideas and emerging trends will be explored to reinforce a culture that values innovation and is dedicated to continuous improvement.

We look forward to the next four years and are confident that we will be successful in our Mission and continue to be an organisation that takes immense pride in the work we do.

Thank you for your commitment as well as your continued support and enthusiasm as we engage in this exciting journey and watch our plan unfold.

2. Organisation Summary

Break the Silence was founded by Kate Short in 2004. She recognised a gap in provision for survivors of CSA and decided to form an organisation that would fill that gap. After several years of talking to agencies, survivors' groups and survivors themselves - Kate had a vision. She could see a centre that was easily accessible, offered a holistic approach to meet the needs of survivors, male and female, their partners and their families. It would offer a range of support services in one place to address many of their issues – not just one. It would be welcoming, non-threatening and safe. It would be Break the Silence. And so in 2004, with the help of other dedicated volunteers, Break the Silence opened its doors.

Break the Silence supports adult survivors (16+) of childhood sexual abuse and rape. It supports male and female survivors, also partners and family members. Plans are in place to reduce this age range to 13+.

Originally housed in a room & kitchen 3 flights up in a tenement block, Break the Silence now occupies much larger premises at 11 Grange Place, Kilmarnock, KA1 2AB.

The charity provides several types of counselling (person-centred, 1-2-1, couple-counselling, cognitive behavioural therapy and psycho-dynamic). Also complementary therapies such as relaxation, reiki and reflexology. Group-work is offered, such as the arts and crafts group and new groups are being added to cover confidence-building, self-esteem, stress & anxiety relief, etc.

We currently have 8 employed members of staff, 3 sessional counsellors, 2 student counsellors and a volunteer counsellor/support worker. Additionally, we are about to embark on an active volunteer recruitment programme to enhance the voluntary work done next year.

We have developed partnerships with various organisations – Moira Anderson Foundation, Open Secret, NHS Ayrshire & Arran and Barnardo's to name but a few.

For some years now, we have been offering student placements to 3rd-year psychology students and we plan to expand on this opportunity.

Our organisation is governed by a volunteer Board of Directors with an excellent mix of Business & Clinical backgrounds.

3. CONTEXT FOR THE STRATEGY

Survivors of Childhood Sexual Abuse often keep their secret for many years before disclosure. This affects every area of their health, well-being and quality of life. Often, survivors will have been treated for the symptoms of their abuse (e.g. drugs, alcohol, mental illness, physical health problems, relationship issues, etc) without the cause of their anxieties being looked into.

The effects of childhood sexual abuse continue into adulthood and sometimes for life. They can include physical and emotional ill health with recurring mental health problems (depression, self-harm, drug/alcohol misuse, suicide, eating disorders, etc).

Aim of the National Strategy

The National Strategy for Survivors of Childhood Abuse was launched in 2005. It demonstrates Scottish Government's commitment to improve the lives of survivors of childhood abuse in Scotland.

While the original strategy focused on sexual abuse, it always recognised all forms of childhood abuse. As a result, the revised National Strategy specifically recognises all forms of childhood abuse. The Strategy is for all survivors, male and female, who may have been abused by a member of their family, a family friend, a stranger or while they were in care. The National Strategy reflects the Scottish Government's National outcomes. In particular, we have tackled the significant inequalities in Scottish Society; we have improved the life chances for children, young people and families at risk and our public services are high quality, continually improving, efficient and responsive to local people's needs.

Current/ Future Priorities

SurvivorScotland Strategic Outcomes and Priorities 2015-17

Scotland is one of the few countries in the world to have actively taken steps to acknowledge and address the devastating effects of childhood abuse. It has been through the dedication and bravery of survivors who have spoken out about their own experiences and campaigned relentlessly to have their voices heard that the Scottish Government has listened and responded.

We have learned a lot about what matters to survivors and what services they need. Work to date has highlighted the complexity of issues which surround those who have been abused and the need for coordinated, integrated resources, care, treatment and support.

We know more about what matters to survivors and that services need to be responsive to their individual needs and personal outcomes. A continued focus for the work of the SurvivorScotland policy team will be to improve and develop our workforce and the services they deliver that treat, care for and support survivors across all domains of health and wellbeing including physical, psychological and social in a person-centred approach.

A delivery approach has been developed which embeds the views of survivors. [SurvivorScotland Strategic Outcomes and Priorities 2015-17 \[PDF - 427kB \[PDF - 427kB\]\]](#)

A great deal of work has already been done in Scotland to look at the experiences of children in care. There is on-going work with adult survivors of abuse, and extensive engagement with other organisations that have an interest, including those who provide institutional care for children.

4. SURVIVE, STRIVE & THRIVE

Break the Silence's is to have a sanctuary offering the best holistic approach to meet the needs of all survivors of Childhood Sexual Abuse and Rape, their partners, and families, delivering services tailored to each individual in a way that removes guilt and shame, actively empowering survivors to heal and thrive giving resilience and hope for the future.

Our Survivors are at the heart of everything we do.

Survivors are treated with dignity and respect; they receive care and support which suits their specific needs; they regain control of their lives – AND THRIVE!

5. SERVICE MODEL

Break the Silence's model was developed by the founder, Kate Short, who, from years of research, identified a need for counselling and support for survivors. Our service includes various types of counselling including person centred, psycho dynamic and CBT together with a range of complementary therapies.

Person centred support was the favoured option, however, as progress was made, it became clear that the use of CBT (cognitive behavioural therapy) was a huge benefit to the clients for specific issues such as sleep deprivation.

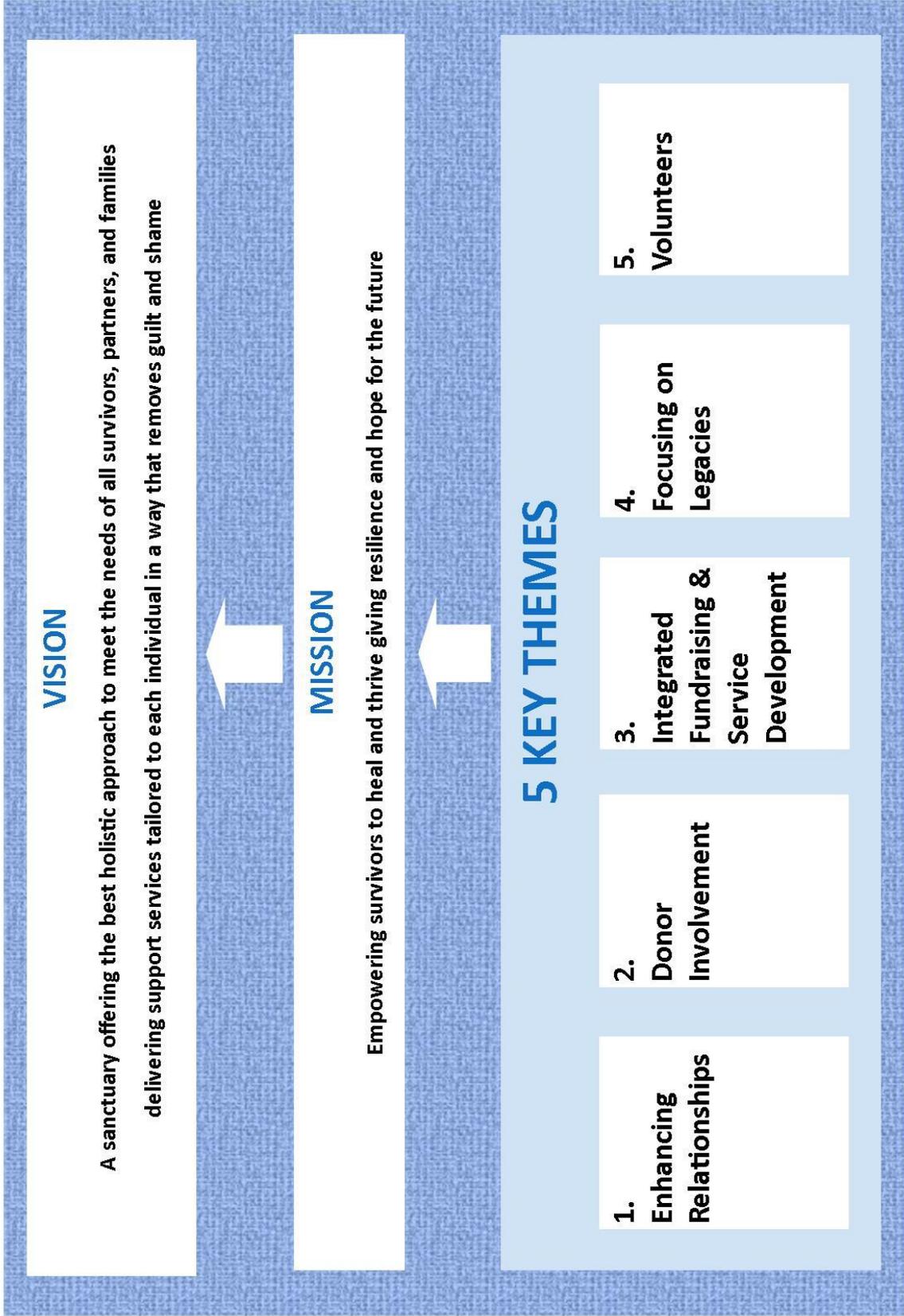
Research shows that no single therapy is the preferred option. All therapies are effective but, importantly, study results confirm that it is not the theoretical approach which is important, but the therapeutic relationship between the client and therapist.

Break the Silence provides counselling as its core service, complemented by a range of person-centred support including a variety of holistic therapies such as relaxation, reiki, reflexology and EMDR.

Befriending and Craft Group

Through engaging with the Arts & Crafts group, clients learn new skills; build relationships and trust encouraging friendships to develop outwith Break the Silence – this improves health and well-being which is a necessary part of the journey towards Survivors becoming Thrivers. Some have gone on to volunteer within the service or in other organisations creating added value to society. New group-work sessions are being added, including a gardening/horticultural partnership project with The Ayrshire Community Trust. Break the Silence will continue ongoing research to establish new groups to further benefit survivors. Our Volunteer Co-ordinator is in the process of bringing volunteer befrienders on board to support survivors who have health difficulties such as agoraphobia.

6. 5 KEY THEMES



6. 5 KEY THEMES (cont'd)

Enhancing Relationships

We aim for every communication and interaction that someone has with our organisation to enhance the relationship we have with them. We will create new, and maintain existing, capabilities so that we continue to deliver an excellent counselling service through the execution of a Continuous Improvement Programme facilitated by an external adviser. We will measure our success by commissioning an independent evaluation which will enable us to accurately and un-biasedly communicate achievements to relevant stakeholders. This will be commissioned in June/July 2019 and will focus on successes to date, areas for improvement and key development actions. Also, we will review and update our Risk Management and Business Continuity Plan to ensure its accuracy in relation to the potential external threats thus improving our prevention and contingency plans.

Donor Involvement

Break the Silence recognises that it is important for all donors to feel involved and to understand the great value their contributions achieve. Donors appreciate the skills of fundraisers but would rather interact with leaders and front-line staff. They expect fundraisers to have done some quality research before contacting the donor. Donors like to feel appreciated – for some, even a simple thank you is sufficient recognition. Most donors will contribute because of a personal commitment to making a difference. They want to know their money made a difference and appreciate evidence; however, long reports aren't always necessary. Donors like being philanthropic and appreciate working with charities to achieve shared goals. Donors should be treated as long-term partners who share pride in the charity's achievements. We will further develop partnership working with other agencies to improve the experiences of clients.

We will improve how we gather and analyse data. This will require improving how we operate our Information Management System, how we use CORE Measurement Tools and an intense Counsellor Training Programme. We will focus more resources on creating stories that will inspire, motivate, engage and involve donors and communicate these effectively and timeously.

Integrated Fundraising & Service Development

We will create an Integrated Fundraising Plan to engage donors and involve them in the things which interest them. We will develop a fundraising strategy to ensure wide spread of funding including donations and earned income. The main aim is to replace core funding by 2020 with ongoing contracts and donations, full cost recovery and income from trusts; to ensure a good spread of grant funding including full cost recovery; increase earned income, increase donations; increase funding income and increase social media presence.

We will also gain PQASSO and IIP accreditations to ensure we are managing our organisation as efficiently and effectively as we possibly can. Accreditations will also strengthen our image and, therefore, improve our funding success rate.

Our Vision requires us to set aside money for future developments such as property and we will create Strategic Working Partnerships to enable us to win new public sector contracts; share knowledge; achieve economies of scale; share training events and implement joint fundraising ventures.

We plan to further develop new and innovative services in other areas; re-establish links with HMP Bowhouse, HMP Cornton Vale and others. We aim to introduce services for lower age range (13+); expand services for young people; deliver specific services for young people who have been in care and offer parental support.

6. 5 KEY THEMES (cont'd)

We will develop our marketing strategy and awareness raising campaign, review marketing criteria and set further marketing priorities.

Focusing on Legacies

This is something new to the organisation. We will introduce a series of Information Sessions for every staff member, trustee and volunteer so that everyone knows the importance of legacies and how they could ensure longevity for Break the Silence.

Volunteers

We will develop volunteering policies & procedures to ensure a supported and developed volunteer team where we retain our volunteers; raise funding to retain our volunteer co-ordinator; appoint a volunteer representative to the Board and ensure volunteers are trained for specialist work including children's services / befriending / groups.

7. BUDGET

During 2017-2020, any surplus made will be invested back into the organisation to aid progression. We are determined to achieve excellent service and value for money for our partner local authorities.

In the past year, we have come through a transitional phase and growth has now begun. We have accessed added office space on Level 2 of our current premises which will allow more space on Level 1 for Counselling and Therapies. We are conscious of rental costs; however, this has to be tempered with the fact that we need to be town-centre based in order to aid client accessibility via public transport links.

We will continue to manage our budgets in a flexible manner to allow us to react to opportunities and threats that may arise from developments in the local / global economy. The budgets for 2016-2019 will also be dependent on Spending Review outcomes.

Break the Silence

11 Grange Place

Kilmarnock

Ayrshire

KA1 2AB

Tel: 01563 559558

Email: info@breakthesilence.org.uk

Web: www.breakthesilence.org.uk

Registered Charity No. SC036263

Company Ltd by Guarantee No. SC341157