

FALKIRK COUNCIL

Subject: REVIEW OF EXTERNAL FUNDING TO SERVICES FOR PEOPLE WHO HAVE BEEN AFFECTED BY ABUSE
Meeting: EXECUTIVE
Date: 27 MAY 2014
Author: DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES and DIRECTOR OF SOCIAL WORK SERVICES

1. INTRODUCTION

- 1.1 This report presents to the Executive a report considered by the Scrutiny Committee at its meeting on 12 May 2014. The report to Scrutiny Committee outlines the review of services for people who have been affected by abuse and makes recommendations with regards the future of those services and the Council's funding of those.
- 1.2 The Executive is asked to consider the recommendations from the Scrutiny Committee.

2. RECOMMENDATIONS FROM SCRUTINY COMMITTEE

- 2.1 Members of the Scrutiny Committee reviewed the information contained within the report attached as appendix A and had a verbal update from the Head of Policy, Technology and Improvement outlining correspondence received on the report from Open Secret and other parties.
- 2.2 Having considered all that information, Members of the Scrutiny Committee approved the following recommendations:
- 2.3 **Note the outcome of the review;**
- 2.4 **Agree that the Council will commission services as described within the specification and enter into Joint Working Agreements with the four organisations based on this specification;**
- 2.5 **In order to achieve the savings agreed by Council, propose that during 2014/2015, Open Secret be provided notice of a reduction in funding of £34,000 during 2014/2015, with a further saving in 2015/2016 of £26,000, equating to a total reoccurring saving of £60,000;**
- 2.6 **Approve that Council Officers enter discussion with Women's Aid to develop a triage service thereby establishing a framework for service provision under the new service specification and reducing the organisations reserves to an acceptable level; and**

- 2.7 **These recommendations be remitted to the Executive for approval.**
- 2.8 In addition to the information presented at Committee and contained within the attached report, Members of the Executive should be aware that an Equalities and Poverty Impact Assessment has been completed and reviewed. This notes that due to the focus of the review there are no anticipated impacts on the services provided directly to users.
- 2.9 It is important that if the Executive approves the recommendations from the Scrutiny Committee, Officers work with each of the four organisations to develop a robust Joint Working Agreement that reflects the service framework, each organisations contribution to that and that monitoring procedures are put in place to ensure each organisation delivers on this.
- 3. RECOMMENDATIONS**
- 3.1 **Members of the Executive are invited to consider the attached report; and**
- 3.2 **Approve the recommendations made by the Scrutiny Committee.**

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD

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DIRECTOR OF SOCIAL WORK

Date: 14 May 2014
Ref: ABB0514FC – Abuse Services Review
Contact Name: Fiona Campbell EXT 6004

LIST OF BACKGROUND PAPERS

1. Equality and Poverty Impact Assessment – Review of Services to People who have been abused.

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506004 and ask for Fiona Campbell.

FALKIRK COUNCIL

Subject: REVIEW OF EXTERNAL FUNDING TO SERVICES FOR PEOPLE WHO HAVE BEEN AFFECTED BY ABUSE
Meeting: SCRUTINY COMMITTEE
Date: 13 MAY 2014
Author: DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES and DIRECTOR OF SOCIAL WORK SERVICES

1. INTRODUCTION AND BACKGROUND

- 1.1 During the past 4 years, an annual Corporate Funding Review has been undertaken, making recommendations regarding support allocated to external organisations and identifying potential efficiency savings and areas for further review. These recommendations have formed part of Falkirk Council's budgeting process.
- 1.2 During the 2010-2011 review, Corporate Management Team agreed that where possible, organisations should be grouped by category and reviewed across all Services. The purpose of considering organisations by category is to ensure services are being delivered in line with Council priorities and where further efficiencies are identified, to assess the impact on outcomes. On this basis, one of the groupings identified was services for those who have been affected by abuse. This group comprises Women's Aid, Relationship Scotland – Couple Counselling Central Scotland, Central Scotland Rape Crisis & Sexual Abuse Centre, and Open Secret.
- 1.3 During the 2013/2014 process of presenting information to Scrutiny Committee under the mandatory requirements of Following the Public Pound, Members requested that an additional assessment of performance, areas of duplications and to what extent current service provision achieves good outcomes for service users and best value.
- 1.4 The four organisations funded by Falkirk Council within this field, were commissioned based on their specialist knowledge and expertise of a particular type of provision and to a specific client group. All of the organisations have been supported for a number of years with no significant amendment to the original service specification. In order to ensure that the services commissioned by Falkirk Council align with Council priorities, the Single Outcome Agreement and the evolving national policy context, we must ensure that service specifications are regularly reviewed and developed.

2. ORGANISATIONAL OVERVIEW

- 2.1 The four organisations provide a wide range of services for individuals who have been affected by abuse, which currently includes advice, practical support, counselling and advocacy. Information regarding the purpose of each organisation, services currently provided, funding package and performance is contained within Appendix 1. A summary is provided below:

| Organisation | Falkirk Council Funding 2013/14 | Proportion of Falkirk Council in relation to total organisation income* | Purpose of organisation |
|-----------------------|--|--|--|
| Open Secret | £149,442 | 20% | To work with survivors of childhood trauma, non-abusing parents and families. |
| Rape Crisis | £15,695 | 9.14% | To provide a service which works towards the elimination of the effects of rape, sexual assault and child sexual abuse. |
| Relationship Scotland | £9,353 | 10.5% | To provide one to one and couple counselling. |
| Women's Aid | £224,170 | 69.6% | To support women, young people and children suffering from Domestic Abuse to be and remain safe. Provide advice and information to support recovery. |

* The % has been calculated on the organisations total income. The % highlighted in appendix 3 is of the general fund which are unrestricted.

3. OBJECTIVE AND PROCESS

- 3.1 The objective of the review was to ensure that the most appropriate range and quality of support is provided by the right providers, to those most in need within the Falkirk Council area. In addition, an efficiency saving in the region of £70,000 was identified as potentially being able to be achieved following the implementation of the review findings and commissioning of the approved service framework.
- 3.2 In the context of the review, the definition of services for those have been affected by abuse is any service which provides interventions for individuals who have been affected by any form of abuse including domestic abuse and childhood abuse, non-abusing parents of children who have been subject to abuse and also domestic conflict, particularly where there is an impact on children.
- 3.3 It should be noted that a number of other organisations also provide support for people who have encountered abuse, however they have been secondary within the process as this is not their primary client group or they do not currently receive financial support from Falkirk Council, for example, Falkirk and District Association for Mental Health and Victim Support.

- 3.4 During the process of review, all four organisations have been considered on their own merit in terms of how each can deliver priority outcomes. Any previous internal Council priority ranking has not been relevant to the process. A range of baseline information has been gathered from each organisation including services provided, client numbers referral information, waiting lists, organisational income (including external funding and funding from partner agencies and other Local Authorities). The information was used to determine performance for each organisation. Comparison has not been drawn between the organisations, due to the differing funding and delivery structures within the organisations. Areas of duplications were also identified.
- 3.5 A key output of the review of services for those affected by abuse, is a framework for services. The framework sets out the priority services to be commissioned within the Falkirk Council area and provides a focus for the use of Council resources. Importantly, the framework provides clarity and parameters for the organisations providing services. The framework also makes clear which services Falkirk Council does not consider to be a Local Authority funding priority.
- 3.6 It should be noted that the need of and impact on service users has been central to the process.
- 3.7 National and local strategies have been central to the development of the framework. These have included the Scottish Government's draft Domestic Abuse Strategy, Equally Safe (albeit that the draft is likely to be subject to amendment before final approval), Falkirk's Multi Agency Domestic Abuse Partnership Strategy 2011-14 and the Getting It Right For Every Child (GIRFEC) approach, delivered via the Integrated Children's Services Plan. The wider policy context was also considered, including Child Protection and Adult Support & Protection, Mental and Sexual Health and Wellbeing – all of which have existing local processes that operate in an integrated, co-ordinated way.
- 3.8 The review process has been taken forward by a group of Council Officers, including representatives from Corporate & Neighbourhood, Social Work and Education Services and the Chair of Domestic Abuse Forum. The group agreed the process and participated in all components. The review process included:
- Gathering a range of baseline information from all 4 organisations;
 - Involving Finance Services to provide an analysis of Audited Accounts;
 - Consideration of Council priorities in order to establish a proposed specification for future services;
 - A briefing session for the 4 organisations to describe the process and proposed specification and invite comment and any points of clarification. The session was also attended by relevant Heads of Service;
 - Follow-up meetings with each of the organisations to allow one to one feedback and discussion regarding the proposed shift in funding model and service specification.

4. REVIEW FINDINGS BY ORGANISATION

Central Scotland Rape Crisis

- 4.1 Rape crisis provide services for those affected by rape and any type of sexual violence, through one to one support and a telephone line which operates during office hours (a national helpline is available for out with office hours). The organisation operates across Forth Valley and is based in Stirling, with 4FTE staff and 2 volunteers. There are currently 19 active service users from Falkirk Council area and no waiting list for support. 75% of referrals are initiated by individuals themselves.
- 4.2 There has been a recent change in the management structure of the organisation and the new manager is actively working to develop partnerships with other organisations, recruit and train volunteers and develop a supervision and support framework for staff and volunteers. Rape Crisis also currently provides a service focussed on awareness raising and prevention, in schools on an adhoc basis. There is currently no formal referral process in place with other organisations in Falkirk, however Police Scotland have recently started to signpost survivors to Rape Crisis as a matter of course. Police Scotland provide no funding to Rape Crisis for this. Stirling and Clackmannanshire Councils have yet to confirm funding for 2014/2015. Given the recent changes within the organisation, Rape Crisis is currently considered high risk and to mitigate this, significant ongoing support should be established.

Relationship Scotland – Couple Counselling Central Scotland

- 4.3 Relationship Scotland provide specialist counselling for couples and individuals. A wide range of issues are covered through counselling, including domestic conflict, domestic/sexual abuse, mental health, sexual health, financial problems, infidelity, stress and anxiety, ill health, life stages, grief and not coping generally. Working with couples who are at risk of tipping into an abusive situation allows preventative, educational and early intervention work. The organisation operates across Forth Valley and is based in Falkirk. There are currently 2 FTE staff and 12 volunteer counsellors, who are all fully qualified and a bank of 11 receptionists who work across Forth Valley. 33% of referrals come from statutory agencies, 59% through self referral and 4% from other agencies. There are currently 67 active clients within Falkirk and there is a substantial waiting list. Clients are assessed within 4 weeks, priority is then given to those in crisis, domestic conflict or abuse is an issue or where there is a child protection issue.
- 4.4 Relationship Scotland provide a specialist counselling service which is entirely delivered by fully qualified counsellors. As a result of this, the hourly cost of service delivery is high at approximately £60. Relationship Scotland invite clients to consider making a donation towards the cost of the service, which averages at £20 per session, however no client is refused support. It should also be noted that Falkirk Council's contribution equates to approximately £4.60 per hour. Relationship refer client to other organisations for specialist support, but receive few referrals from other third sector organisations.

Open Secret

- 4.5 Open Secret provides counselling and support for survivors of childhood abuse and non-abusing parents of children who have been affected by abuse. External funding has also been secured to provide services to young people and children in schools and work within prisons. External funding means that most services are provided across Scotland. 27% of those supported are residents of the Falkirk Council area, including those within prison (308 service users of a total 1,148). Support from Falkirk Council is for organisational infrastructure including recruitment and training of volunteers. Falkirk Council contributes to approximately 20% of the organisations total income. It is also worth noting that although Stirling and Clackmannanshire Councils have previously provided funding to Open Secret, it has been at a low level, totalling £27,927 per annum.
- 4.6 There remains some lack of clarity regarding what service delivery Falkirk Council is paying for over and above infrastructure costs, although Open Secret argue that the external funding secured across Scotland benefits survivors within the Falkirk Council area. Falkirk Council's contribution supports 5 members of staff. The roles of these staff largely relates to the management of the organisation including securing funding, recruiting and training volunteers. 35 volunteers are currently active within the Falkirk Council area, working across a range of projects. Due to the funding structure, adopting commissioning approach to services could be problematic for Open Secret.
- 4.7 Open Secret endeavour to provide a holistic service which the range of needs presented by service users and therefore referrals in and out of the service are minimal. An example of this Open Secret cited a number of services users as having substance misuse issues, however no referrals have been made to local treatment services within the last 6 months. In addition, Open Secret are currently opposed to adopting a triage model, whereby service users access services via a single point, are assessed and passed immediately to the relevant specialist service within the spectrum of support. A benefit to the Open Secret is the experience that has been developed over their 20 years and the unique ability to provide a 'safe area' for survivors in a dedicated building.
- 4.8 Open Secret appear to have shifted their roots in Community Development. When the organisation was established in 1994, strong reference was made to a Community Development approach, which focussed on linking survivors to community resources, breaking isolation and focusing on peer support, volunteer recruitment from local communities and from past service users, rather than providing 1:1 support to service users. The focus of Open Secret was action that helped people recognise and develop their ability and potential. Supporting the establishment of strong communities that control and use assets to promote social justice. That didn't seem to come across from Open Secret as it is now.
- 4.9 A key strength that Open Secrets have is in delivering training which includes survivors in training delivery - hearing the voices of survivors. This type of training is not accredited but very impactful. If this training was produced in partnership, it could be delivered across the areas and be particularly useful to council staff, foster carers etc.

Falkirk & District Women's Aid

- 4.10 The focus of Women's Aid's service is Domestic Abuse, providing a 3 staged delivery model from crisis management through recovery and then re-integration to community. The service is based and delivered within the Falkirk Council area and over the past 3 years has undergone considerable structure review and development to form a structure that better fits the needs of the client group. Women's Aid employ 8FTE staff and are looking recruit volunteers, but have none at this time. 77% of all referral to Women's Aid come from Statutory and Voluntary agencies, with the remaining 23% being self referral.
- 4.11 The organisation has adopted external quality standards and deliver a range of accredited training. Women's Aid currently refer client to specialist services within other organisations and offer some specialist services through outreach for example, Citizens Advice Bureau provide a service within Women Aid's premises. They have noted the introduction of triage as being a beneficial area of development. As identified within the financial analysis, the organisation holds a considerable level of reserves which are likely to have been gathered from funding allocated by Falkirk Council. This has been a historical decision taken by the Board, however is not sustainable in the current fiscal climate.

5. KEY REVIEW FINDINGS

- 5.1 Overarching key findings have been drawn from baseline information collected, including existing service and partnership work, individual performance and financial structure. Key finding are as follows.
- 5.2 Partnership working is inconsistent, with little formal referral processes in place. There is currently a tendency within some organisations, to endeavour to provide a a range of services to the point that referrals do not appear to be made to other specialist services. This also results in duplication in some service provision.
- 5.3 The nature of the client group means that a relationship of trust must be developed and therefore it could be argued that referral to other organisations may be problematic. It appears that organisations therefore try to develop an expertise across a range of specialisms, out with their own.
- 5.4 Due to the nature of the support provided, the client journey is individual and varies in length and the type of intervention offered. This is a difficult balance and can result in a dependency on the providing organisation.
- 5.5 A lack of partnership working has resulted in a tension between cause and effect. Service users can present at services with mental health, relationship problems, substance misuse issues, criminal behaviour and disclose history of sexual abuse. Where abuse is disclosed as a cause of these issues, the service user has to be ready and capable to work on the cause rather than the effect.

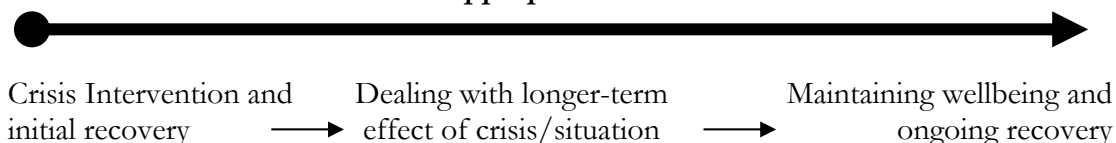
- 5.6 Services must recognise that everyone is different. A triage service could work well to address this issue. Some service users need to work on sexual abuse issues to break the pattern of offending, drinking to excess, toxic relationships with family and/or partners etc, whilst others need to address the pressing problem first e.g. offending, substance misuse, to stabilise before tackling the past, but recognising that the past is impacting on present and future. Some service users would benefit greatly from better integrated services whilst working on issues whilst others need to compartmentalize issues at least to begin with. Some service users are too ashamed to have people know about past abuse details. Part of the journey is to offload the shame and by opening up working in partnership across agencies would help with this and be healthy.
- 5.7 With regard to cause and effect, services report that the symptoms being treated include suicidal intention and coping mechanisms such as substance misuse and self-harm. There are a range of agencies which may be able to provide this support with additional capacity and specialism regarding the cause. The lines are currently blurred between treatment and support services.
- 5.8 There is a lack of consistency regarding quality assurance and accreditation across some of the organisations. This relates to service delivery, staff and volunteer training and training/awareness raising delivered to external organisations.
- 5.9 The funding structures within each organisation vary considerably and in some instances rely on external sources of funding to augment service delivery. The impact of this is that redesign will be challenging for some organisations.
- 5.10 The length of service and experience of organisations is important, but service user outcome is critical. To an extent, there is a focus on organisational sustainability rather than service user outcome i.e. providing service users with the best possible service in a challenging financial climate is key, not the sustainability of any specific organisation.
- 5.11 A critical element to the implementation of a new service model will be to consider the need, views and impact on service users. To date, this has not been undertaken and will be an important next step.

6. UNDERPINNING PRINCIPLES OF SERVICE FRAMEWORK

- 6.1 There are a number of underpinning principles that will guide the delivery of the framework for those who have been affected by abuse. In order to deliver services in the future, we intend to adopt a model of commissioning. This means that going forward, Joint Working Agreements will clearly set out the specific services that we wish organisations to deliver with resources allocated. Performance indicators will be established to ensure that performance is measured in relation to the commissioned services. Future funding will be dependent on delivering agreed services to appropriate standards.

- 6.2 Where all or part of the organisational infrastructure (core) has previously been funded, we expect that Falkirk Council's allocation would be directed to service delivery rather than infrastructure or management costs. In addition, allocations of support made by Falkirk Council must specifically relate to services being delivered within the Falkirk Council area. This must be evidenced within monitoring returns.
- 6.3 With regards to the services we want delivered, we have developed a service framework which sets out what services we would want delivered and those that while we accept are of value, we would not anticipate Council funding supporting. We would anticipate organisations using other funding or support to deliver these services or more importantly utilising other specialist providers.
- 6.4 In order to deliver the model effectively for service users, it is critical that the organisations establish referral protocols to allow specialist, tailored intervention to be provided as required. This will require organisations to understand their own thresholds of entry and limitations of delivery, recognising that each organisation has a specialism and that put together with other providers creates a full and seamless services delivery model.
- 6.5 Referral process should be established between the four organisations in the first instance, but may also include wider partnerships for example Citizens Advice Bureaux may provide specialist welfare/debt, advice, Falkirk Council Housing Service re tenancy, Signpost Forth Valley re substance misuse etc. In instances where a relationship of trust has been developed between a vulnerable client and one organisation, it may be appropriate to pull on specialist input from another organisation on an outreach basis. An example of this the CAB outreach service being delivered within Women's Aid.
- 6.6 Underpinning the delivery of commissioned services will be the Domestic Abuse Forum (which has been remained as Falkirk Gender Based Violence Partnership) and the GIRFEC approach delivered via the Integrated Assessment Framework. The Domestic Abuse Forum is currently re-developing it's own role within the local area. It is expected that the forum will lead and co-ordinate initiatives relating to awareness raising and training as well as contributing to community planning and regional and national engagement. All four organisations will be expected to participate in the Domestic Abuse Forum, as a condition of funding. Contribution and participation in activities led by the forum are not considered to be commissioned services.
- 6.7 Where services are provided for children, organisations will be required to participate in the Voluntary Sector Children Services Forum. The Integrated Assessment Framework is a process designed to wrap services around the needs of the child, as an integrated co-ordinated way, in line with the GIRFEC approach. Participation within this forum will ensure that services can be delivered based on identified need as opposed to an ad-hoc way or in silos. The desired model is illustrated below:

Continuous spectrum of support relying on partnership working to ensure referral to appropriate service



Underpinning work:

Domestic Abuse Forum: Awareness raising & training
Voluntary Sector Children's Services Forum: Link to Integrated Assessment
Framework providing co-ordinated response to identified need.

- 6.8 It is anticipated that organisations will continue to augment service delivery via sourcing external funding. As independent bodies, it is for the organisation to determine appropriate sources of funding however, management costs from core should not be cited within bids unless the project is to support services identified within the framework and can clearly be separated in terms of monitoring and reporting. If funding is secured to provide services out with scope of specified delivery, project costs must be generated on full cost recovery basis, as these services are not considered to be a funding priority for Falkirk Council. In addition, it would be expected that organisations develop applications in consultation with the Domestic Abuse Forum and/or Children's Commission, to avoid duplication and draw on intelligence and expertise available at a local level.
- 6.9 Organisations must continue to be very clear about the specialism provided by the service and also the difference between treatment and recovery services. For example, drug and alcohol issues; a service may provide support to a person to address the underlying issue (cause), but not support interventions to alleviate addiction (effect). Appropriate referral mechanism should be in place with partner agencies.
- 6.10 All four organisations should be registered with appropriate regulatory bodies. This should be determined on an individual basis and may be dependent on the services users own desired outcome, for example where counselling is provided or where there is a specific outcome of secure tenancy, there is a requirements that groups are registered with the Care Inspectorate, therefore service users should be signposted or referred to housing support providers.
- 6.11 In addition, it is preferable that internal training provided is accredited or in line with national standards or a parent organisation. This will ensure consistency of quality. However, as noted in 4.11, there is also benefit in developing training to include the voice of service users. This type of training is not accredited but very impactful. If this training was produced in partnership, it would be beneficial to Council and partners agency staff. This could apply to all of the agencies working with abuse. Training could be commissioned from external agencies if there was clarity regarding learning outcomes and target audience. This would allow Council to set the standard and then monitor and evaluate training to determine how good the training is rather than the provider.

- 6.12 All four organisations will provide services to any individual with an identified need, living within the Falkirk Council area. This may include those with migrant or refugee status, where there is no re-course of public funding. Interpretation services should also be available to clients, where appropriate and reasonable. Council Services can access interpretation and translation services through approved contractors and information is available on the Council intranet.

7. SERVICE FRAMEWORK

- 7.1 The service framework, which is attached as Appendix 2, has been developed on a tiered approach basis. The framework sets out core services and also supplementary services which go beyond the scope of the domestic abuse strategy. This will ensure the services delivered with Council funds be seen in the wider context including a broader range of clients and needs i.e. beyond women and children.
- 7.2 In relation to services which have been deemed as outwith the scope of local authority funding, organisations consideration will have to be given regarding whether the service should be stopped or funded via an alternative source. The impact on service users will of course be important. An equality and poverty impact assessment has been undertaken in relation to the implementation of the new service framework.
- 7.3 To ensure that the right service is delivered to meet the needs of the client, it is proposed that a triage model is developed. This will mean service users access services via a single point, are assessed and passed immediately to the relevant specialist service within the spectrum of support. This approach could be piloted for survivors of domestic abuse, in the first instance, but subject to successful evaluation, could be rolled out to all abuse related services. 3 of the organisations have agreed that a triage model would better support service users, whilst 1 feels that it would not be a beneficial approach.
- 7.4 A period of transition will be required in order to move to model of commissioned services, as opposed to the current model of providing a grant towards overall service provision or to support the organisational framework. It is anticipated that the process will involve the organisations, to a varying extent, considering their own structure to assess ability to deliver the new model of service. It should be noted that the Council's responsibility lies with service users and the provision of quality services, as opposed to maintaining any single organisation. Council Officers will support this process, where possible.
- 7.5 From the outset of any support provided, organisations must make clear that a progressive pathway is established for clients. One of the critical challenges for the organisations within the review is to ensure that service users progress in their journey towards a point where minimal or no intervention is required. It is recognised that this process can take a significant amount of time and may not be linear; it is however, critical that individuals do not become dependent on any one service. One of the impacts of the change to service may be that organisations have less capacity to provide services on a long term basis. This will have to be sensitively managed.

- 7.6 It is anticipated that for some of the organisations, there will be staff impact as a result of the reduction in overall funding. Detailed discussion will need to take place with individual organisations regarding the commissioning of ongoing services therefore any potential impact on staff will emerge from this.
- 7.7 During the process of commissioning the services described within the framework, it will be important to consider that there are a range of local providers who could potentially provide some of the services. For example, Falkirk and District Association for Mental Health provide a range of services for individuals with mental health issues. It is worth noting that approximately 33% clients cite domestic abuse as an underlying factor in their mental health issue.

8. FINANCIAL OVERVIEW AND IMPACT

- 8.1 There is a significant difference in the funding structure of each of the four organisations. Women's Aid and Open Secret receive funding to support the infrastructure of the organisation and service delivery, where as Rape Crisis and Relationship Scotland receive a smaller contribution towards service delivery, which includes an element of management costs.
- 8.2 Appendix 3 provides an analysis of each organisations audited accounts for the period 2012/2013. It should be noted that due to the varying nature of organisational funding package, the impact of changes to financial contribution would significantly vary. All organisations cite staff reduction and reduced services as an impact. The impact of any change to funding approved by Members, will be considered in detail with individual organisations.
- 8.3 Due to the small contribution of funding towards total organisational costs, it appears that with a reduction in funding, Relationship Scotland and Rape Crisis would be able to continue to provide a service, albeit on a reduced level.
- 8.4 69.7% of Women's Aids funding was allocated from Falkirk Council in 2012/13. This payment funds both infrastructure and service delivery. A reduction in funding would result in a reduced level of service. It is however worth noting that typically, organisations will have a policy of having reserves which equal 3-6 months running costs in order to help them cope with any sudden changes to their funding. In 2012/2013, Women's Aid had reserves of £201,466 in their unrestricted fund which represents 93.4%, or just over 11 months of current annual expenditure. Given that Falkirk Council provides the bulk of the unrestricted income, it would seem reasonable to assume that Falkirk Council has contributed to the bulk of this reserve. It is worth noting that for the last two years Women's Aid have been paid for expenditure incurred as opposed to on a block grant basis.
- 8.5 Open Secret cites closure as a possible impact of a reduction in funding. The current model of service delivery relies on the organisations infrastructure being funded by Falkirk Council, with the majority of service delivery being funded via external sources. Open Secret has secured funding to provide services both within Falkirk Council area but also across Scotland.

- 8.6 It should be noted that two significant sources of external funding are due to end by March 2015; £225k grant from Scottish Government and £135k from Inspiring Scotland. There is likely to be a local impact of a reduction in service provision when this funding ceases irrespective of Council decision.
- 8.7 The current funding structure results in a limited ability to change or influence provision due to external funding requirements and pre-determined project start and end dates. It is however acknowledged that the service has been very successful in securing funding to augment Council funding. Moving to a commissioning approach would pose most challenge to Open Secret.

9. CONCLUSIONS

- 9.1 In concluding the review there are a number of conclusions and recommendations some of which relate to the way the Council works with these organisations and others which related directly to the organisations.
- 9.2 The overall conclusion is that on the whole the organisations provide invaluable services to some of our most vulnerable citizens. These services are on the whole valued by their clients, our partners and Council services. Most of the organisations have sought to use the review to take a critical / objective view of the services they deliver and how these can improve and thus have a greater impact on outcomes. However there is not be clear link in some instances between the money the Council provides and the services that are delivered.
- 9.3 In order to make sense of these all the recommendations they have been grouped by topic:

In relation to future service delivery:

- 9.4 Falkirk Council needs to be in a position of specifying and commissioning specific services.
- 9.5 There needs to be clarity about what service delivery we are funding and the outcomes of that provision.
- 9.6 We need to ensure that there is little or no duplication between the specialist services that are commissioned. However linked to this, we need to ensure that specialist services are linked by effective referral protocols to provide a continuum of support for service users.
- 9.7 There is a need to ensure a focus on client need, rather than organisation infrastructure.
- 9.8 A consistent approach to service monitoring is critical. The proposed approach is that a monitoring group be formed with relevant Council Service representatives, including representation from the Domestic Abuse Forum and Children's Commission.

- 9.9 A partnership triage approach should be considered for piloting within the local area. The triage service would provide a point of contact and assessment for individuals, with referral onto appropriate specialist services. The triage model would ensure appropriate access to the correct type of support, without individuals assess the individual specialism of organisations, whilst in a vulnerable position. It is proposed the process be developed and established by one organisation, with the potential for the triage model to be rolled out to wider services i.e. that each organisation could carry out a consistent triage/initial assessment and make appropriate referrals, as required. It should be noted that the option would remain available to individuals make direct contact with organisations of their choice, rather than going through the triage assessment process.

In relation to budget:

- 9.10 Organisations should be encouraged to approach partner organisations in the context of Falkirk Community Planning Partnership for support towards services which have a positive impact on their outcomes.
- 9.11 External funding undoubtedly adds value to service provision, and when developed in conjunction with local partners to help to achieve local outcomes, will be endorsed by strategic groups such as the Domestic Abuse Forum and/or the Children's Commission.

In relation to future budgetary provision across the 4 organisations, it is proposed that:

Women's Aid

- 9.12 During the period 2014/2015, Council Officers enter into discussions with Women's Aid to establish a triage service, operating across all abuse related services and utilising that organisations reserves to provide develop and deliver this service. This would develop an infrastructure to support the roll out of the amended service specification and also help reduce Women's Aid's reserves to a level in line with OSCR recommendations. This approach recognises the alignment of services provided by Women's Aid with Council priorities and also the progress and improvements the organisation has made over the past years. Further consideration will be required regarding sustainability to of the triage service, beyond the 2014/2015.

Open Secret

- 9.13 Open Secret's funding be reduced on a gradual basis over the next two years. Open Secret's funding structure and geographic spread of service provision remains an issue in terms of Falkirk Council's outcomes and funding priorities. During the period 2014/2015, funding should be reduced by £34,000. Open Secret have indicated that they could withstand this level of reduction, however further discussion is required regarding where this saving would be made within the organisation. Officers should work with the Board to consider the focus of their provision and how best they could provide services commissioned by Falkirk Council. Continued support for service users should be central to this process.

- 9.14 This would be followed up by a further reduction in 2015/16 of a further £26,000, making the total reduction from 2015/2016 reoccurring, as £60,000. This would reduce the amount paid by the Council annually to £89,000. This graduated reduction would allow Open Secret time to re-organise, focus on the service framework and ensure that resources are aligned with direct service delivery. It again must be emphasised that Open Secret have advised officers that the funding provided by the Council pays largely for their management and administration etc.
- 9.15 If we are unable to develop a commissioning relationship with Open Secret, there are a number of local providers who could potentially provide a similar service, albeit without the considerable experience that Open Secret has gained. In addition Members should be aware that 2 significant stands of external funding used by Open Secret to deliver services will stop during 2014/2015, which will result in a reduction in service provision irrespective of the Council decisions on funding.

Rape Crisis

- 9.16 Rape Crisis is currently in a period of transition and development. There is a willingness within the organisation to develop the service provided in the Falkirk area, including improving relationships with other local service providers. It is anticipated that the organisation will require support to develop, which will have a resource implication on Officers. Funding could be maintained for the 2014/2015 period, with close monitoring. Given the recently established procedure of referral by Police Scotland, the organisation should enter into discussion with Police Scotland regarding the possibility of future funding.

Relationship Scotland

- 9.17 Relationship Scotland provides a specialist counselling service. The service is comparatively expensive; however Falkirk Council's contribution is small and the qualifications and on going personal supervision and development counsellors undertake, ensures quality. The impact of a reduction to funding would be reduced service within Falkirk Council area. The demand for the service is high and there is currently a considerable waiting list.

10. RECOMMENDATIONS

Members are invited to:

- 10.1 **Note the outcome of the review;**
- 10.2 **Agree that the Council will commission services as described within the specification and enter into Joint Working Agreements with the four organisations based on this specification;**
- 10.3 **In order to achieve the savings agreed by Council, propose that during 2014/2015, Open Secret be provided notice of a reduction in funding of £34,000 during 2014/2015, with a further saving in 2015/2016 of £26,000, equating to a total reoccurring saving of £60,000.**

- 10.4 Approve that Council Officers enter discussion with Women's Aid to develop a triage service thereby establishing a framework for service provision under the new service specification and reducing the organisations reserves to an acceptable level.
- 10.5 These recommendations be remitted to the Executive for approval.

.....
DIRECTOR OF CORPORATE & NEIGHBOURHOOD

.....
DIRECTOR OF SOCIAL WORK SERVICES

Date: 10 April 2014
Ref: ABC0514LM – Abuse related Services
Contact Name: Lesley McArthur

LIST OF BACKGROUND PAPERS

1. NIL

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506260 and ask for Lesley McArthur.

Review of Domestic Abuse Services – Falkirk and District Women's Aid Overview

Purpose of the service

The service objective is to support and advise women and their families who have or are currently affected by domestic abuse, assisting them to lead fulfilling lives in which they are placed in charge of their recovery.

In delivering services to women and their families affected by domestic abuse it is often recognised that they may have a wide range of complex issues including psychological damage, addictions, anger management and mental health. One agency cannot have all the multi disciplinary skills that are required to deliver such a service therefore a multi agency response provides the best model of delivery.

Service Provided

Falkirk and District Women's Aid introduced a three stage trauma recovery service delivery model during 2013. This service aims to ensure that the safety and recovery of women is fully addressed.

Stage One – Recovery

This is primarily focuses on safety ensuring that the clients are given practical support and advice. By using an individual Risk Assessment Coordinated action against Domestic Abuse (CAADA DASH) the safety of women will be the initial activity at this stage. Support will then progress to support women to resettle in either temporary or permanent accommodation through the provision of practical housing support.

Stage Two – Recovery

Stage two recovery address the trauma itself once stage one has been completed. Not all women will require stage two but those who do received either one to one or group support to begin to understand the trauma they have experienced to allow them to recover from the trauma.

Stage Three – Recovery

The stage three recovery service addresses the women's integration into her community, developing assertiveness and utilising healthy peer support mechanisms to assist with community development and community integration. It aims to move from existing to living. It recognises that women often become dependant on the support of the service and never fully move on from their experience to live and independent life. Stage 3 therefore aims to ensure that they are able to move on from the service, reengage in a community and become independent.

Structure

The organisational structure incorporates a crisis support team for stage one recovery, a crisis Support Team Leader, a Children and Family Worker to work with Children and families, a Community Development Team Leader to lead Stage three recovery and takes forward integration work and volunteer development. Further sessional support workers are utilised to focus on awareness raising, early intervention and prevention work.

The delivery of services focuses on delivery of one to one crisis support and group work for stage 3 recovery clients.

Additional Funding / Services

- Court Support - Advocacy Service (Independent Domestic Abuse Advocate (IDAA))
- MARAC Support
- Violence against women and girls (Scottish Government) – Grant
- Children and Young People (Scottish Government) - Grant
- In house counselling service
- Additional Awareness Raising to schools and colleges

Outwith DAF approach by Larbert, Grangemouth and Denny, and a primary school pupils/staff awareness raising where to access services, what is domestic abuse

- Supporting Male Survivors
- Funding Bids

Court Support

FDWA have also secured funding from the Community Safety partnership to deliver a court support service. This service supports victims involved in the criminal justice system providing access to dedicated, consistent and immediate support throughout their court process by:

- supporting vulnerable witnesses through the criminal justice system with a view to improving numbers attending at court
- empowering female victims of domestic abuse to give credible evidence at court thus improving conviction rates

The project was established from evidence illustrating that between November 2012 and April 2013 67 key witnesses did not attend at court, the majority of which were women.

The Court Support Pilot emulates recognised good practice currently taking place in Glasgow and Fife. Both areas have established support systems which have demonstrated an increase in the numbers of women appearing at court and giving credible evidence once there.

Early feedback from the Falkirk Cluster Court suggest - that more trials are running now that the court support pilot is up and running (ie more women are turning up and giving evidence) and they are hoping to get funding to replicate the service across Forth Valley.

Multi Agency Risk Assessment Conference (MARAC)

The MARAC is a multi agency group of public and voluntary organisations working in partnership to address the needs of high risk, repeat victims of domestic abuse who have been assessed through the CADDA risk assessment tool. Victims are allocated an Independent Domestic Abuse Advocate (IDAA) who will work with the client to support them with safety assessments, coordinating multi agency support plan and provide a court support role. This process works in union with current mechanisms such as child protection, the Caledonian project (support for court mandated perpetrators), Multi Agency Tasking and Coordination Group (MATAC).

Violence against women and girls (Scottish Government) - Grant of £29,234 up to 2015/16

This service offers structured interventions of support to women through one to one support and also delivering a rolling programme of personal development workshops which support women, in identifying and addressing individual support needs in relation to the following; making sense of domestic abuse, Assertiveness, self-concept and self-esteem, communication, resilience, conflict, relationships, effective responses to stress and anxiety, supporting health and wellbeing and developing and committing to personal life plans. This fits with stage 3 of the recovery model.

Children and Young People (Scottish Government) - Grant of £61,630 up to 2015/16

The service offers one to one support and group work to children from aged 3 through to 18. The service has developed outcomes based on the wellbeing indicators identified within the GIRFEC practice model. The service will also work in partnership with appropriately trained colleagues to deliver parenting programmes.

Crisis Support service in the Emergency Department

A pilot service was delivered in the Forth Valley Royal A&E department over the festive season which Forth Valley NHS funded. This service was established to initially build relations with A&E staff and consider ways in which this type of service delivery may be improved and enhances. Initial reports suggest that the pilot was successful and an outcome report is being developed to submit to Forth NHS.

A bid has been lodged with the Forth Valley NHS Endowment steering group to fund this service on a longer term basis.

In house counselling service

Counselling is provided to existing clients through the Stage 2 service. A member of staff works 2 days a week taking referrals from the crisis support team to provide Cognitive Behaviour Counselling. This service has been developed as part of the service delivery for the stage 2 recovery and fits with recommendations by NICE and world health organisation to deliver CBT counselling for those affected by post traumatic stress.

Additional Awareness Raising to schools and colleges

Outwith DAF approach by Larbert, Grangemouth and Denny, and a primary school pupils/staff awareness raising where to access services, what is domestic abuse

Supporting Male Survivors

This is a new service that the organisation is working towards. Currently 6 men have been supported however there are difficulties in providing support and services to men in the current office. There is a recognised need that a separate office would be required for access however the demand for the service needs to be ascertained before this is moved forward. Further evidence will be gathered during 2013/14 to support a possible service roll out to male survivors of domestic abuse.

Leading Lights Accreditation

FDWA are currently looking at working toward Leading Lights Accreditation which is a national quality accreditation tool run by CADDa specifically for domestic abuse services. It focuses on the quality of the service provision, governance, funding, multi agency working focused around nine service standards.

It is increasingly being noted as a quality mark for domestic abuse services and recognised by commissioners across the UK. There is currently one organisation in Scotland who has achieved this accreditation.

Care Inspectorate

FDWA have for a number of years been registered through the Care Inspectorate for the delivery of housing Support services. Their recent Care Inspectorate report (July 2013) noted scores of 4 for Quality of Care and Support and Quality of Staffing Quality of Management and Leadership.

LGBT Charter Mark

FDWA have recently been award the LGBT Bronze Charter mark which encourages and challenges the organisation to demonstrate their commitment to LGBT people in their local area.

Funding Bids

FDWA is current awaiting approval of a stage 2 lottery funding bid to assist in the provision of a physiologist to work on a one to one basis to provide therapeutic interventions, support for a befriending service which will be delivered by volunteers and the administration to source independent accommodation for women who require resettlement in the Falkirk area through the rental of properties from Private landlords and housing associations.

Performance

FDWA have noted a considerable amount of improved performance over the last two years whilst seeing a marked increase in the numbers of people approaching their service. They are currently building on their performance monitoring in 2014/15 and moving to OASIS performance management system where they will be able to fully extract information that will inform them about the impact of their service to the Falkirk community.

| | 2012/13 |
|---|---------|
| Referrals | 310 |
| New support Plans (New Clients) | 262 |
| No of children offered support and services | 611 |

| | 2013/14 to Dec 14 |
|---|-------------------|
| Referrals | 305 |
| New support Plans (New Clients) | 272 |
| No of children offered support and services | 493 |

| | |
|---|--------|
| Total numbers of clients over last 2 years supported by stage 1 | - 1217 |
| Total numbers of clients over last 2 years supported by stage 2 | - 27 |
| Total numbers of clients over last 2 years supported by stage 3 | - 851 |
| Number of MARACH referrals August 13 to March 14 | - 31 |

Unit Cost

Permanent Full Time staff Estimated £14.83 an hour
Sessional staff £14 an hour (Youth work, therapy sessions etc)

Information on shared services / multi agency working

As mentioned above the organisation is fully integrated into the GIRFEC and MARAC groups.

Template for baseline information collection: Organisations who provide a service to those who have been affected by abuse

- Please provide a short answer to each question e.g. use bullet points rather than extended narrative.
- Text boxes will increase as text is entered, therefore forms should be completed electronically.

| | | | | | | |
|--|--|---|--|---|---|--|
| Name of Organisation: | | Central Scotland Rape Crisis & Sexual Abuse Centre | | | | |
| Total Cost of Core Service 12/13: | | Funding from Falkirk Council 2013/14: | | Funding from other Local Authorities 2013/14: | | |
| £92,884 | | £15,430.00 per annum | | Clackmannanshire: £14,320.48 Stirling: £14,625 | | |
| Key Objectives of Organisation: | | The primary purpose of Central Scotland Rape Crisis & Sexual Abuse Centre is to provide a free and confidential service throughout Falkirk, Clackmannanshire & Stirling areas, which works towards the elimination of the effects of rape, sexual assault and child sexual abuse. To provide a holistic service of emotional support and practical information. | | | | |
| Core service currently provided: | | Recruitment of volunteers. Training of volunteers enabling them to provide a high standard of service to survivors. Provision of a telephone helpline as an initial contact point. Short or long-term face to face support for survivors, their families and friends. Advocacy service with regard to legal and medical issues for survivors. Training to Police Scotland; Raising awareness workshops and presentations to voluntary, statutory and community groups. Workshops for senior students within secondary schools. Training and information sharing for statutory and voluntary agencies. | | | | |
| Who are the beneficiaries of the core service? | | Survivors of sexual violation; their families and friends; Police Scotland; voluntary and statutory agencies; Senior students with secondary schools; Students in further education and the general public within the wider community. | | | | |
| How many people accessed the core service 2012/13? | Total Active Client numbers at 28/2/14 | Active clients re-referred at 28/2/14 | No. of people on waiting list for service at 28/2/14 | Average length of time before service commences | Do you provide triage service identify emergencies? | Percentage of waiting list who receive a service |
| 194 (63 Falkirk) | 19 (9 Falkirk) | 6 | No waiting list | Within 7 days | In talks to provide future service | N/A |
| Please list sources of referral to the core service (including self-referral) | | | | | By % of total clients | |
| Self- 75%; Family/Friends- 4.14% ; Psychological Services- 4.14%%; Police- 6.51% ; VIA- 2.36% ; Victim Support - 2.36%; Social Services- 5.33%; Education-0.59%; | | | | | | |
| Additional services/projects currently provided: | | Central Scotland Youth Project Male Survivor Support Project | | | | |
| Who are the beneficiaries of the projects/additional services? | | Young people within Secondary Schools (11-15 years) on an annual ongoing basis. PSE teachers and people within the wider communities (inc parents, youth clubs special needs clubs, assessment units) through affecting attitudinal change of the young people regard to violence of all kinds. Male survivors of sexual abuse over the age of 13 | | | | |
| How many people access the project/additional service per annum? | | Approximately 6345 TBA | | | | |

| | | | | | | |
|--|--|---------------------------------------|--|---|---|--|
| How many people accessed additional service 2012/13 | Total Active Client numbers at 28/2/14 | Active clients re-referred at 28/2/14 | No. of people on waiting list for service at 28/2/14 | Average length of time before service commences | Do you provide triage service identify emergencies? | Percentage of waiting list who receive a service |
| YP – 6345 | N/A | N/A | N/A | N/A | No | N/A |
| Please list sources of referral to additional services (including self-referral) | | | | | By % of total clients | |
| N/A | | | | | N/A | |
| How are additional services resourced? i.e. via Lottery, Trust and if yes, what? | Robertson Trust: £15,000 (YP) Survivor Scotland: £20,000 (MP) | | | | | |
| Key achievements during 2013/14: | Youth Project: 1. The implementation of peer educators and the development of the Focus Group. 2. Youth Worker achieving Ambassador status with CEOP Internet Safety and she is now training interested parties in this. 3. Core: Continuing the provision of service. 4. Adherence to National Service Standards for Rape Crisis & Sexual Abuse Centres. (Copy available for funding bodies) 5. Security of tenure assured (if required) until 2022 | | | | | |
| Key issues during 2013/14: | Continually seeking and applying for funding for the continuance of an 'established' project. Uncertainty of continuance of funding for the Youth Project. | | | | | |
| How do you handle any service request that you cannot provide? | By working in partnership with other agencies and referring on to the relevant agency. | | | | | |
| Have you identified any areas of your service that you would like to improve or develop in 2014/15/16? If yes, what? | 1. Working towards adherence to UK National Service Standards for Rape and Sexual violation. 2. Work in partnership with Police and NHS to establish on-call service – seek funding | | | | | |
| How do you know that this improvement/s or development/s is needed? | 1. Working towards Accreditation of the NSS and thus accreditation for our service. 2. This database will serve to collate statistics for Scotland and bring about more cohesion for Rape Crisis & Sexual Abuse Centres in Scotland. | | | | | |
| What other organisations do you work with and/or refer on to? | Psychological Services, NHS, Police Scotland, Women's Aid. We are part of local Domestic Abuse Forums and liaise with the other agencies within these forums. | | | | | |
| Does your organisation provide any external training? If yes, what? | We provide training to the Sexual Offences Liaison Officers within Police Scotland. We also provide training which is tailored to meet the needs of agencies and education personnel. | | | | | |
| Please delete any of the themes of the Council's Corporate Plan that you don't feel are relevant to your organisation: | <ul style="list-style-type: none"> • Further developing a thriving, sustainable and vibrant economy • Continuing to improve the health, safety and well being of our citizens and communities • Increasing our efforts to tackle disadvantage and discrimination | | | | | |

Thank you for taking the time to complete this form. Please return it to your Monitoring Officer.

Template for baseline information collection: Organisations who provide a service to those who have been affected by abuse

- Please provide a short answer to each question e.g. use bullet points rather than extended narrative.
- Text boxes will increase as text is entered, therefore forms should be completed electronically.

| | | | |
|--|---|--|--|
| Name of Organisation: | Relationships Scotland – Couple Counselling Central Scotland | | |
| Total Cost of Core Service: | Funding from Falkirk Council 2012/2013: | Funding from other Local Authorities 2012/2013 | |
| £86795 | £9353 | Support in kind (premises) Stirling £5760 Clacks £3960 | |
| Key Objectives of Organisation: | To improve the lives of people in our community by providing high quality, professional one to one counselling or couple counselling no matter age, sexual orientation, social standing, married, separated, divorced, choice of religion, ethnic or cultural backgrounds as a right not a privilege. | | |
| Core service currently provided: | <ul style="list-style-type: none"> • Relationship Counselling for individuals or couples experiencing difficulties whether in a relationship or not. • Psychosexual Therapy for couples or individuals who have sexual problems and taking care of sexual health • Support for Vulnerable Women • Support for couples and individuals for those experiencing Domestic Abuse • Supporting couples with young families who are in crisis to assist in stabilising the home giving children the best start in life. • Support for perpetrators of domestic abuse who wish to change their behaviour • Generic individual counselling • Specialist counselling support for over 50's • Specialist risk assessed domestic and sexual abuse - we work in partnership with statutory agencies to give time to people who cannot cope with their day to day lives including those that are experiencing flashbacks of childhood abuse. Domestic abuse is a spectrum and we see people out with the criminal justice system for early identification, de-escalation and prevention work towards change and stabilisation. Verbal, psychological, emotional, mental, stalking, controlling and jealous behaviour, and financial abuse are also prevalent as well as violence. • Specialist risk assessment for mental health issues and suicide • Specialist service for over 50's. • We deal with many different areas including domestic/sexual abuse, mental health, sexual health, financial problems, infidelity, stress and anxiety, ill health, life stages, grief and not coping generally. | | |
| Who are the beneficiaries of the core service? | <ul style="list-style-type: none"> • Couples, individuals, families, children and young people. The work we do and the difficulties/problems that are in our community are many. • Individuals not in a relationship with issues such as mental health, self esteem and confidence, financial worries, general ill health (sometimes when the aetiology is not known), feeling down and not coping • Families - we help to stabilise the home in which children are vulnerable. We support parents to be better parents. Young parents in crisis are given priority. • Older people life stages - we support people who are going through life stages that are difficult for example ill health | | |

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| | | <p>that affects the relationship to help partners to cope.</p> <ul style="list-style-type: none">• Vulnerable young adults sexual health support - we help to educate sexual health issues therapeutically including safe sexual practice• Adult sexual relationship therapy for those of all ages. This is a highly specialised therapeutic area of work that includes a medical model dealing with effects of illness, aging, medication and psychological factors impacting on intimacy Also encompassing sexual and internet addiction | | | | |
| How many people accessed the core service 2013 520 (233 Falkirk) | Total Active Client numbers at | Active clients re-referred at | No. of people on waiting list for service at 17/3/2014 | Average length of time before service commences | Do you provide triage service identify emergencies? | Percentage of waiting list who receive a service |
| involving 320 children (150 Falkirk) (some of whom were affected behaviourally, at school or emotionally) | 55 | Clients referred to statutory services/other organisation 3 but still being seen within our service | 113 | Intake 4 weeks Priorities 3/4 weeks Non-priorities 8/10 weeks | We identify domestic abuse, crisis intervention and child protection | 100% receive a service |
| Please list sources of referral to the core service (including self-referral) | | | | | By % of total clients | |
| Statutory Services | | | | 172 | 33% | |
| Self Referrals | | | | 198 | 38% | |
| Other Agencies | | | | 19 | 4% | |
| Publicity/Website | | | | 103 | 19% | |
| Friend | | | | 19 | 4% | |
| Other | | | | 9 | 2% | |
| Additional services/projects currently provided: | | Re-shaping care for older people (ends March 2013) Crisis intervention for any clients who present with abuse issues we provide emergency risk assessment Volunteer Co-ordinator (ends July 2014) | | | | |
| Who are the beneficiaries of the projects/additional services? | | Re-shaping care – anyone over 50 who is experiencing the challenges as they move through life stages including many grandparents. Ill health of self or partner, redundancy, family issues, bereavement etc. Domestic abuse - Crisis intervention - women who are experiencing all aspects of domestic abuse Men who are non-violent who wish to change their behaviour | | | | |

| | | | | | | |
|---|---|--|---|---|--|--|
| | | Couples many of whom have young children who are not coping and are moving toward being in a violent situation. | | | | |
| | | Vol Co-or to encourage volunteering, through recruitment organising and delivering training and going out into the community to deliver talks and presentations and supporting current and all new volunteers | | | | |
| How many people access the project/additional service per annum? | | ***** Re-shaping care – 60 DA Crisis intervention – 77 Volunteer Co-or – new volunteers 10 – talks etc 50 – in house intake training 4 – organising training 20 | | | | |
| How many people accessed additional service | Total Active Client numbers at 17 th March, 2014 | Active clients re-referred at 17 th March, 2014 | No. of people on waiting list for service at 17 th March, 2014 | Average length of time before service commences | Do you provide triage service identify emergencies? | Percentage of waiting list who receive a service |
| *****See above | 12 | Clients referred to statutory/other organisations 6 | Re-shaping care 14 D/A crisis Intervention 10 | 4 weeks (earlier for crisis intervention) | Crisis intervention risk assessment Identify escalation of abuse and violence and also child protection issues Aid recovery work | 100% |
| Please list sources of referral to additional services (including self-referral) | | | | | By % of total clients | |
| Re-shaping care Self referrals 22 Other agencies 22 Statutory services 16 D/A crisis intervention Self referrals 37 Statutory services 40 | | | | | 36% 36% 28% 48% 52% | |
| How are additional services resourced? i.e. via Lottery, Trust and if yes, what? | | Scottish government Re-shaping care £ 32064 (April 2013 – March 2014) D/A crisis intervention £ 898.14 (Sept, 2013 fundraising event) £ 1780 (Foundation Scotland) (one funding application outstanding) Volunteer co-ordinator £10000 (awards for all) | | | | |

| | |
|------------------------------|--|
| Key achievements during 2013 | <ul style="list-style-type: none"> • Introduction of robust Risk Assessment system and training for all Intake Workers and Counsellors - ongoing • Scottish Government Strategic partner in recognition of our work in supporting families and young children • Completed all local and National policies and procedures (child protection etc) and distributed to all staff via CD - ongoing • Key contributor to developing a national evaluation tool for client outcomes – ongoing • Key contributor in shaping national policy of Scotland wide Relationships Scotland through political engagement • Key contributor of developing sexual and online addiction services • Working in partnership with Stirling University to undertake evaluation work, research and marketing • Continue to take counselling placements from Strathclyde and Edinburgh University with a mentoring programme • Key contributor in meeting with Ministers in Government to raise awareness of the importance of Relationship and Family support • Delivered 55 workshops/meetings/presentations in the community • Formed 26 new relationships • Supported 6 multi agency partnerships • Networked, accessed or attended 4 cross party groups at Parliament relevant to our work • Key driver in instigating a focus group for domestic abuse with Criminal Justice to form more partnership working in order to capture people under the Criminal Justice “Radar”. • All Volunteer counsellors awarded or working towards diploma status • All Volunteer Counsellors on the registers of Relationships Scotland, COSCA, BACP, COSRT and UKCP • Key contributor to take forward Governmental Registration of Counsellors • Manager continues to meet with many other organisations in order to be pro-active in encouraging partnership working • Secured the national contract with the Armed Services and Relate to deliver counselling to Armed Services personnel and also to Veterans • Secured funding from re-shaping care for older people to deliver a bespoke counselling service for over 50's • Secured funding to employ a volunteer co-ordinator to support existing volunteers and source new volunteers |
| Key issues during 2013 | <ul style="list-style-type: none"> • Difficulty in obtaining funding to train new counsellors at a cost of 5500 pounds per student • Funding for counselling in general is difficult as there is low recognition for the preventative work that is done via our work • Clients contributions have reduced due to the economic climate and as we have little core funding this will have a major impact on our service. We still provide support to clients who have financial worries through redundancy, failed businesses and other job losses. • Volunteer support is limited due to financial constraints e.g. to meet professional standards and registration requirements counsellors have to personally meet the costs for annual CPD and top up training. • Supervision costs are required to be provided for all counsellors to comply with the Professional Code of Ethics for Counsellors and this costs us 35 pounds per hour for every 12 sessions given. This is a major drain on our resources. • Two staff (one f/t and one p/t) have to cope with running and managing the service for the whole of Forth Valley. It is |

| | |
|---|---|
| | <p>increasingly difficult to cope with funding, development and attending meetings with so few staff. We could do so much more in the community to support families with more resources.</p> <ul style="list-style-type: none"> • Key staff salaries unfunded with no increases awarded for the last three years |
| How do you handle any service request that you cannot provide? | As we risk assess everyone immediately who approaches our service this ensures that anyone whose needs we cannot meet are signposted/given information about what is appropriate and available to them. |
| Have you identified any areas of your service that you would like to improve or develop in 2013 If yes, what? | <ul style="list-style-type: none"> • Develop training to work with perpetrators of domestic abuse who are not eligible to enter the Caledonian programme. National training identified and to be delivered this year • Develop a young peoples' service for those affected by family issues such as family breakup, abuse etc. National training identified and will be delivered this year • Develop a family counselling service for those families who are struggling with issues around damaging family dynamics and also historic factors in current behaviours. National training identified and will be delivered this year • Develop a sexual and online/porn addiction service (Non-offending behaviour). National training identified and will be delivered this year. • National prison project (Roots out of prison) to help reduce the instance of re-offending and to help prisoners cope and rebuild their relationship prior to release. Relationship breakdown is a major contributor to re-offending. A high proportion of offenders have experienced abuse of some kind in their childhood. Hoping to roll out in this area soon. • Support the development of support in schools to compliment the SHARE programme to promote positive relationships and educate young people in this aspect of their lives. Also to support those who have a negative view of relationships through their own personal experience of an abusive relationship or where they have experienced sexual/domestic abuse at home. This is an investment in our young peoples' future. • Develop a service for those who are struggling with a break-up or are bereaved if their partner dies. • Provide more support for sexual health. • Source more support for relationships support in the older community (re-shaping care year 2 been turned down) • Support the development for appropriate referrals from Criminal Justice and also to recognise that we can support more families struggling to cope with DA who are out with the CJ system • Develop a service for Armed forces personnel suffering from trauma/ relationships breakdown. • Develop a services for Veterans trying to adjust back into their communities particularly those within the criminal justice system. |
| How do you know that this improvement/s or development/s is needed? | <p>We know this as in the course of work we have identified where the gaps lie e.g working with male perpetrators of domestic abuse is a service we cannot provide at this time.</p> <p>We can work with men who are motivated to change their behaviour.</p> <p>Our client evaluations are clear about the health benefits that high quality, professional counselling can deliver.</p> |
| What other organisations do you work with and/or refer on to? | <p>We refer/give information about all organisations/statutory services that provide services in the community that we do not.</p> <p>Even if signposting takes place we quite often retain the client as extra support in their relationship but only if they are fully able to engage in the process</p> |

| | |
|---|---|
| <p>Does your organisation provide any external training? If yes, what?</p> | <p>We have no resources to do this locally but our national office have a programme of training for CPD, certificate and diploma Training available for external candidates and our own volunteers</p> <p>Diploma in Relationship Counselling is fully validated by COSCA and credit rated by Napier University Masters Level 9 Relate Diploma in Psychosexual Therapy is credit rated by Doncaster University Masters Level 9 and fully accredited by College of Sexual and Relationship Therapy Certificate in Couple Counselling is a post graduate course for counsellors who already hold an accredited Diploma qualification and is fully validated by COSCA as a specialist course Diploma in casework supervision fully validated by COSCA</p> |
| <p>Please delete any of the themes of the Council's Corporate Plan that you don't feel are relevant to your organisation:</p> | <ul style="list-style-type: none"> • Continuing to improve the health, safety and well being of our citizens and communities • Increasing our efforts to tackle disadvantage and discrimination |

Thank you for taking the time to complete this form. Please return it to your Monitoring Officer.

Open Secret

Background

Open Secret was established in 1994 to work with survivors of childhood sexual abuse or trauma. They work with survivors of all ages. The organisation provides a service across the Forth Valley area including the Local Authorities of Clackmannan, Falkirk and Stirling. It also provides a service to West Lothian.

Open Secret is an independent community based organisation. The core service funded by Falkirk Council provides:

- Free confidential services to survivors of childhood sexual abuse
- Support to partners and friends
- Support to other workers and organisations working with childhood sexual abuse issues
- Support for non-abusing parents of children who have experienced sexual abuse (Parent Support Worker)

They achieve this through a range of service interventions which include:

- Counselling
- Direct Support work
- Group Work
- Befriending
- Advocacy
- Training to other organisations
- Campaigning and awareness raising
- Resource library

Open Secret has also been successful in sourcing other grant funding. In this regard their service is not limited to the Forth Valley Area but has a wider Scotland position.

The following services are provided in addition to the core service:

- Services for children, young people and families
- Homelessness support
- Prison services (Scotland wide)
- EMDR/ EFT* service in partnership with NHS Forth Valley (Scotland wide)
- Complementary Therapies Service (Scotland wide)
- In Care Survivors Service Scotland (ICSSS)
- Ethnic Minorities Service (in partnership with Central Scotland Racial Equality Council)

*EMDR – Eye Movement Desensitization and Reprocessing
EFT – Emotional Freedom Technique

Service profile

In total Open Secret worked with 1,148 (972 new and 176 existing) people during the financial year 2012/2013 of which 268 were Falkirk citizens. The number of Falkirk citizens increases to 308 when those within the Scottish prison service are included.

The largest number of Falkirk referrals was self-referrals (153) with statutory agencies being second with 67.

The average waiting time from referral to start of service is 4 weeks with the average intervention being just under 9 sessions. Although length of intervention is specific to the individual and as such can be longer or shorter.

Through a wide range of interventions Open Secret provide a holistic approach to working with survivors of abuse.

Direct 1 to 1 counselling was provided to 214 people from Falkirk. Art Therapy, Creative writing, gardening group, fund raising group, service user support group and parents group are other supports provided.

The Complex Trauma Service provides EMDR / EFT therapy through Open Secret with funding from Survivor Scotland. This service is provided in partnership with NHS Forth Valley and enables quicker access to these therapies for Forth Valley residents.

Funding

| Source | Amount | Timescale |
|---|----------|-------------------|
| Falkirk Council | £149,442 | Reviewed annually |
| Stirling Council | £12,120 | Reviewed annually |
| Clackmannan Council | £15,807 | Reviewed annually |
| West Lothian Council | £37,802 | Reviewed annually |
| Scottish Prison Service | £75,121 | Reviewed annually |
| Scottish Government ICSSS | £225,000 | March 2015 |
| Survivor Scotland | £50,000 | October 2014 |
| Inspiring Scotland | 134,967 | June 2014 |
| RS MacDonald Trust | £10,000 | March 2014 |
| Big Lottery | £22,229 | March 2015 |
| FV Health Board (Stirling and Clackmannan) | £17,306 | annual |
| Community Jobs | £25,716 | varies |

Open Secret has a history of successful fund raising as can be seen from the table above. They continue to pursue alternative and additional funding. They are cognisant that sources of funding are due to end and if no alternative or continuation can be found have advised that they will stop the associated activities and services.

They have advised that they consider the core service to the Forth Valley and Falkirk Council area as a priority. However they also advise that if additional sources of funding were not pursued and obtained the grant funding received from Falkirk Council would be insufficient to cover the whole cost of the core service. If the grant funding from Falkirk Council were reduced they would need to lose staff hours and depending on amount, staff posts. Further there is a threshold whereby the viability of the service continuing would be compromised.

Audited accounts are submitted to the Falkirk Council monitoring officer annually. These accounts are reviewed by officers from Falkirk Council finance services.

The 2012/ 2013 audited accounts were submitted by Open Secret and have been reviewed by Falkirk Council finance services.

The financial position has been assessed as follows:

Income was greater than expenditure in the general (unrestricted) fund and the restricted fund. The reserves policy sets a target equivalent to 6 months of expenditure on the unrestricted fund which would require £116,010. Actual reserves were £51,693. The accounts state that they plan to address this with fundraising and full cost recovery in funding applications. The Board of Directors are satisfied that the level of restricted reserves is sufficient due to the funding secured with a good spread of funding services.

Falkirk's contribution to the General Fund represents 63% of income, with the other main contributors being Clackmannanshire Council, Forth Valley Health Board, Stirling Council, other grants and generated income.

The organisation's running costs on the general fund were:-

| | |
|---------------------------------|----------------|
| Staff | 73% |
| Volunteers | 1.5% |
| Premises, training, admin, etc. | <u>25.5%</u> |
| | <u>100.00%</u> |

No concerns are indicated by the analysis of the accounts and the Creditsafe rating report.

A number of grants on the restricted fund are scheduled to finish by the end of 2015. In particular, a £225k grant from Scottish Government and £135k from Inspiring Scotland. If no other sources of funding or continuation of existing grant funding due to end is not obtained then Open Secret's total income will reduce by 46% by end March 2015.

Staffing – Falkirk Service

There are 5 members of the core staff group – Chief Executive, Depute Chief Executive, Parent Support Worker, Finance Admin and reception admin.

There are 39 volunteers recruited, trained and supported by Open Secret.

They have 20 registered /qualified counsellors.

Taking account of all service provision and funding sources Open Secret employ 31 members of staff.

Summary

Open Secret is a well-established and valued service. 2014 will mark 20 years of operation. They have in recent years been successful and skilled in identifying and obtaining other sources of grant funding. As such they have grown substantially over the last 6 years and have established a national profile.

Open Secret recently received the King's Fund Impact Award being one of only ten organisations from 400 applicants to do so. Of the successful 10 organisations Open Secret is the only one from Scotland.

In 2013 they achieved the Investors in People Award. They have also been short listed in 2 categories of the Scottish Charity Awards.

Open Secret work with the police, victim support and NHS Forth Valley. They have developed partnerships with other organisations dealing with abuse across Scotland and have representation on the Cross Party Group for Survivors of Childhood Sexual Abuse and the Survivors reference group.

Services for those affected by abuse

In developing our priorities, we have taken into account the of the Scottish Government's draft Domestic Abuse Strategy, Equally Safe, Falkirk's Multi Agency Domestic Abuse Partnership Strategy 2011-14 and the GIRFEC approach, delivered via the Integrated Children's Services Plan. The wider policy context was also considered, including Child Protection and Adult Support & Protection, Mental and Sexual Health – all of which have existing local processes that operate in an integrated, co-ordinated way.

For the purposes of this exercise:

'Early intervention' is defined as being something that can be applied at any stage e.g. to prevent an activity/impact, when a risk is identified to when a crisis has just happened. Early intervention is a cross cutting theme.

'Prevention' is defined as an intervention which will stop or reduce an activity/impact of an activity.

| DRAFT Equally Safe: National Strategy Outcomes | Domestic Abuse – Local Strategy 2011/14 | Wider Strategic Context | Existing Delivery Process/Groups |
|--|---|---|--|
| <p>Social tolerance of all forms of violence against women and girls is reduced.</p> <p>Situational and structural risk factors that can exacerbate the likelihood or severity of violence are reduced, and protective factors are strengthened</p> <p>The individual needs of women and girls affected by violence are fully met at the earliest point.</p> <p>Perpetrators are less likely to re-offend.</p> | <p>Work to PREVENT acts of violence occurring (including repeat incidents)</p> <p>Ensuring that relevant PROTECTION is available to women and children affected by gender based violence</p> <p>PROVIDING appropriate services and information</p> <p>Maintaining and developing the PARTICIPATION of services, agencies and individuals in the Violence against Women agenda</p> <p>Supporting the delivery of TRAINING and information sharing</p> | <p>GIRFEC – Integrated Children's Services Plan</p> <p>Child Protection</p> <p>Adult Support & Protection</p> <p>Mental Health Strategy</p> <p>Sexual Health Strategy</p> | <p>CAADADASH Assessment</p> <p>MARAC – Multi agency Case Conference - FV Integrated Assessment Framework</p> <p>MATAC – Perpetrators</p> <p>MAPPA</p> <p>GIRFEC – FV Integrated Assessment Framework</p> |

On the basis of these strategies, a tiered approach has been taken which identifies core services and supplementary services which go beyond the scope of the domestic abuse strategy. This will ensure that a wider range of services are incorporated to include a broader range of clients and needs i.e. beyond women and children. The table below sets out these core services as level 1, the supplementary services as level 2 and indicates the services which may not be a priority for local authority funding in the current climate.

| Level 1 | Level 2 | Outwith Priority Scope of Local Authority Funding |
|---|--|---|
| <p>Crisis Intervention – Making the situation safe: Sourcing emergency Accommodation/ Helping individual stay safe within existing environment &/or new environment</p> <p>Provide first point of contact and support to access immediate specialist advice and support: Legal rights, Financial, Medical</p> <p>Supporting immediate recovery: Support for Children Re-settlement Advice and Support</p> <p>Counselling & support for young people and children in line with GIRFEC approach i.e. integrated assessment framework</p> <p>Support for non-abusing parents (especially where Child Protection issue)</p> <p>Counselling, advice and support: One to one Relationships where impact on child Family Mediation & child contact</p> <p>Recruitment & Training of staff and volunteers</p> | <p>Progressive services (client should progress through) Provision of a range of supports to suit individual e.g: Group Work Specific Therapies (Art) Self – capacity (training/befriending)</p> <p>Post crisis recovery towards re-integration to the community</p> <p>Work in partnership to facilitate and/or signpost to provide continuum of support to specialist/mainstream services e.g. welfare advice, tenancy support, substance misuse.</p> <p>Publicity & awareness raising activity relating to own service/specialism</p> | <p>Advocacy and financial and legal support beyond signposting</p> <p>Physical Health Service</p> <p>Support for family & friends (out with non-abusing parents)</p> <p>Self-sustaining groups i.e. longer term support</p> <p>Work directly commissioned with schools - Awareness Raising and Peer mentoring delivered in isolation i.e. outwith integrated assessment framework approach</p> <p>Long term intervention resulting in dependency on service</p> <p>Out of hours telephone helpline (national available)</p> <p>Generic couple counselling (when no children involved)</p> <p>Psychosexual therapy</p> <p>Housing support</p> <p>Non-accredited training which is developed based on experience, which may or may not generate an income</p> |

All agencies will be required to participate in the Domestic Abuse Forum and where services for children and young people are provided, the Voluntary Sector Children's Services Forum. The DA Forum will take a lead on training and awareness raising and therefore the activities listed below are not considered to be commissioned services.

| | | |
|--|--|--|
| <p>Awareness Raising - Identification of those at risk: Provision of training across all agencies. Including use of CAADADASH.</p> | <p>Awareness Raising – Broader range of activity raising awareness within agencies and to individuals (as a co-ordinated response).</p> <p>Training, including: Child Protection Vulnerable Adults (ASP) POPP (Psychology of Parenting Programme)</p> <p>Consistent, Co-ordinated approach to awareness raising in schools, including: Child sexual exploitation Respect and healthy relationships</p> | |
|--|--|--|

NOTES REGARDING AUDITED ACCOUNTS:
REVIEW OF SERVICES FOR THOSE WHO HAVE BEEN AFFECTED BY ABUSE

Falkirk & District Women's Aid

1. The accounts cover the year ended 31 March 2013.
2. Falkirk Council's contribution of £218,735 is shown correctly. This represents 97.8% of all of the unrestricted funds received by the organisation.
3. There is no mention of a reserves policy. Typically, organisations will have a policy of having reserves which equal 3-6 months running costs in order to help them cope with any sudden changes to their funding. Falkirk and District Women's Aid had reserves of £201,466 in their unrestricted fund which represents 93.4%, or just over 11 months of current annual expenditure. Given that Falkirk Council provides the bulk of the unrestricted income, it would seem reasonable to assume that Falkirk Council has contributed to the bulk of this reserve.
4. The organisation's running costs on the unrestricted fund are:

| | |
|---------------------------------|---------------|
| Employment Costs | 41% |
| Agency/Sessional | 26.5% |
| Premises, training, admin, etc. | <u>32.5%</u> |
| | <u>100.0%</u> |
5. No concerns are indicated by the analysis of the accounts and the Creditsafe rating apart from the fact that the accounts aren't signed. There appears to be no liquidity problems and there are more than sufficient funds held in reserve.

Open Secret

1. The accounts cover the period to 31 March 2013.
2. Income was greater than expenditure in the general (unrestricted) fund and the restricted fund. The reserves policy sets a target equivalent to 6 months of expenditure on the unrestricted fund which would require £116,010. Actual reserves were £51,693. The accounts state that they plan to address this with fundraising and full cost recovery in funding applications. The Board of Directors are satisfied that the level of restricted reserves is sufficient due to the funding secured with a good spread of funding services.
3. Falkirk's contribution to the General Fund represents 63% of income, with the other main contributors being Clackmannanshire Council, Forth Valley Health Board, Stirling Council, other grants and generated income.

4. The organisation's running costs on the general fund were:-

| | |
|---------------------------------|----------------|
| Staff | 73% |
| Volunteers | 1.5% |
| Premises, training, admin, etc. | <u>25.5%</u> |
| | <u>100.00%</u> |

5. No concerns are indicated by the analysis of the accounts and the Creditsafe rating report.
6. A number of grants on the restricted fund are scheduled to finish by the end of 2015. In particular, a £225k grant from Scottish Government and £135k from Inspiring Scotland.

Relationship Scotland

1. The accounts cover the period to 31 March 2013.
2. Expenditure on the general (unrestricted) fund of £85,655 is almost exactly equal to income. The reserves policy is to have at least 9 months operating costs in reserve. This target has been achieved and in fact they have reserves equal to 15 months operating costs.
3. Falkirk's contribution to the general fund was 10.8% of total income. The other main income services were Scottish Government, several small trusts, rental income, voluntary donations and other income.
4. The organisation running costs on the general fund were:
- | | |
|-----------------------|-------------|
| Staff Costs | 55% |
| Fees and Expenses | 15% |
| Premises, admin, etc. | <u>30%</u> |
| | <u>100%</u> |
5. No concerns are indicated by the analysis of the accounts.

Central Scotland Rape Crisis

1. The accounts cover the year to 31 March 2013.
2. Expenditure by the organisation was almost entirely in respect of restricted funds. Expenditure of £166,796 was greater than income of £162,783. This shortfall was covered by drawing on reserves. The reserves policy states that unrestricted reserves should be developed and maintained at 3 months operating costs. The reserves in the unrestricted fund were £11,895 which represents less than one month's expenditure.
3. Falkirk's contribution was 9.14% of total income. The other main sources were Scottish Government, Stirling Council, Clackmannanshire Council and the Robertson Trust.

4. The organisation running costs were:

| | |
|-----------------------|-------------|
| Staff Costs | 69% |
| Fees and Expenses | 5% |
| Premises, admin, etc. | <u>26%</u> |
| | <u>100%</u> |

5. There appears to be no liquidity problem, however, it should be noted that the reserves policy is not being achieved and reserves reduced by £6,985. The Director's notes to the accounts say that currently the charity is unable to generate reserves from its current funding streams in order to achieve this objective.