

A VIEW FROM INSIDE THE BOX II

SURVIVORS MATRIX - A SEXUAL VIOLENCE
& ABUSE HUB FOR BRADFORD





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FOREWORD

BY BOB BALFOUR

Over the last 7 years I have been working to develop service provision for victims of sexual violence/abuse, both female and male. The strategy I have adopted has always seen partnership and collaborative engagement as the way forward to empower solutions to the issues generated by sexual violence/abuse. Such partnership needs to be both robust and diverse to create the imaginative solutions needed to deal with the issues. These hidden issues have always been with us, but are slowly beginning to emerge to a wider audience of interested parties. It is an interesting journey for us all right now: victim/survivor, decision maker and service provider.

My first experience of partnership working was with the then Director of a London based organisation, 'One In Four', Colm O' Gorman, when we jointly conceptualised what is now known as the Survivors Trust back in 2000. Its continuation in a bleak

environment of support for its activities over the subsequent years is a strong testament to the determination of those who have stood by its vision, and held strong to its mission. It may not always have gone in the direction I would have chosen, but that is how real collaboration works.

This report summarises a feasibility study of an innovative approach to supporting victims of sexual violence/abuse entitled 'Survivor Matrix'. You may ask what difference does Matrix offer? My answer is simple, it offers 'Hope'. You might say we've heard that one before! But not for victims of sexual crime I would reply! Survivors are victims of crime, not illness - nor are they simply a therapeutic model to be treated as needed. They are women and men, boys and girls who have, when we encounter them at disclosure, lived as well as they could manage within walls of silence which have enclosed

their experience from us and trapped them in that silence. As a society, we have built and reinforced that culture, which has given solidity to such cultural enclosures for victims. We, as a society made the silence and we supported its reinforcement. Even as a survivor I find myself on occasion feeling the pressure to reinforce it - it's a very powerful culture so surprisingly I understand.

The answer to the silence lies in giving a voice to victims, not containing them, not pathologising them, so as to make us feel safer with the knowledge they bring to us, of the depravity which humans can bring to children's and adults lives.

The Truth in its enormity is 'anybody can be abused and anybody can be an abuser'. (Ian Warwick, Principal Lecturer/Divisional Leader for Social Work, Police Studies and Applied Criminology; Huddersfield University)



“THIS IS NOT A PANDORA’S BOX WITH
A LID ON, IT IS A CULTURAL SOLITARY
CONFINEMENT WITH NO KEY AVAILABLE
AND NO PAROLE BOARD TO REVIEW
THE SENTENCE”

A View From The Box | 2006

‘Hope’ is the ethos which underpins Matrix because it is only in hope, and openness and collaboration, that vision and change can be empowered. The outcomes might surprise us all if we step outside the box for a community of victims who want us to do so powerfully. However if we continue to ignore their voices we need to ask ourselves personally why we do that?

It is important to acknowledge whilst the concept and vision of Matrix is my own, without, the support of Bernie Stinson, the former Coordinator of Bradford CNet, the concept would have remained within my box of ideas. Bernie’s humanity and innate drive to empowering people to help themselves gave life to Matrix. He also gifted its name - many survivors and non-survivors will share my gratitude for his support. I’m sure that support like this will help move forward the debate on how to deal with the issues generated around sexual violence/abuse as a mature and inclusive community.

We live in the 21st century and the time to deal with the issue has arrived - otherwise increasingly it will be dealing with us. The disclosure

rates are climbing for many services but there is never a rush of funders to help do this work! I’m told I’m accused of neglecting front line services to focus on fancy research and fancier publications by some! But Survivors West Yorkshire and countless other voluntary organisations believe we deliver our front line services well and I’ll leave it to the 100’s of victims/survivors we’ve guided and supported over the years to be the judge of our work on that ever increasing front line.

The strategy work has to be made to happen now and it is important that survivors should be involved in that development process. If not we continue to foster a culture of silence. It is important for front line services to evaluate the impact of their outcomes and to keep abreast of recent research in the area. Discussion and debate opens up the possibilities of constructive pathways emerging to empower victims/survivors to find their own voices and hopefully peace from the silence and memories it reinforces - that can only have real dividends for society as a whole.

I would like to thank the people who have made this piece of work possible. Firstly, John Corbishly, the current Co-ordinator of CNET and his board for having the courage to support this piece of work. Secondly, James Smith of Monkey Mosaic Ltd, author of the feasibility study for learning so quickly and well. It is also important to acknowledge the contribution made by the agencies and individuals interviewed for Matrix. And finally Claire Fraser Researcher and friend for making sure my grammar and spelling match my vision!

A View will return with a report into the ‘Cycle of Abuse’ theory and its impacts on both female and male survivors.

We now hand Matrix over to all interested parties - please make good use of it?

Kind regards

Bob Balfour
Founder Survivors West Yorkshire
May 2007





INTRODUCTION

BY FAY MAXTED

In developing the concept for The Survivors' Matrix, Bob Balfour and Survivors West Yorkshire have very creatively brought to life the understanding that it is society as a whole, including survivors, that needs to work in unison to address individual and social needs resulting from sexual violence and abuse.

There is currently in society a tremendous energy towards addressing issues raised by sexual violence and abuse in all its forms. The Cross Government Action Plan on Sexual Violence and Abuse has set out ambitious aims to draw together all sectors working with survivors, victims and perpetrators to improve health, social and criminal justice responses; the Victims of Violence and Abuse Prevention Programme has raised the profile of the complexity of victims' needs in accessing health and mental health services.

The concept of the Survivors' Matrix has therefore emerged at a time when there is increased understanding of the multiple needs

and issues involved and there is a growing synergy developing between all individuals and agencies to unite to provide solutions. At long last, the scale of the problems sexual violence and abuse pose for individuals and society is gaining a place on the social agenda and action is being instigated at government, regional and local levels to meet the needs of victims.

Research is now providing insight into prevalence and the physical, health, psychological and social consequences of sexual violence and abuse. The SAVI Report, (Sexual Abuse and Violence In Ireland, McGee, Garavan, de Barra, Byrne and Conroy, 2004) cites prevalence rates of 1 in 4 girls and 1 in 5 boys experiencing childhood sexual abuse. Over a lifetime, this increases to 1 in 3 for women, with vulnerability to revictimisation either sexually or physically identified as risk factors for both male and female survivors.

The 2000 Report, Extent, Nature and Consequences of Rape Victimization, Findings from the national Violence

Against Women Survey, US Department of Justice, Office of Justice Programme, found that 50% of female victims and 70% of male victims were raped before the age of 18 years. The Report also suggested that the risk of being raped as a child or adolescent has increased steadily for women over the past half century.

For many years, the specialist voluntary sector has struggled to provide sensitive and appropriate services for victims and survivors of sexual violence and abuse in a social climate that has previously been reluctant to acknowledge the reality that sexual violence and abuse is endemic throughout all societies.

The Survivors Trust represents over 125 specialist voluntary sector services working with female and male survivors of rape and childhood sexual abuse. The scope of services offered through our member groups provides its own testament to the range of needs that may be experienced by victims.



“HOPE IS THE ETHOS WHICH UNDERPINS MATRIX, BECAUSE IT IS ONLY IN HOPE AND OPENNESS AND COLLABORATION, THAT VISION AND CHANGE CAN BE EMPOWERED”

The specialist voluntary sector has responded to the mental, emotional and psychological needs of survivors through gender sensitive counselling and support services, often having to provide their own specialist in-house training, since there has been no other training available.

Advocacy services support victims to access health services from the point of crisis and for consequent health needs. Signposting and support services provide information and support in accessing social and welfare benefits or retraining where work and career opportunities have been compromised. Self-help and mutual support groups have responded to the chronic psychological, relationship and social complications that can so often plague survivors and victims for many years, sometimes even for their lifetimes. It is common for different services to be accessed on numerous occasions and for different reasons. This does not reflect a weakness in survivors, but rather demonstrates the existential doubts and long-term health problems and psychological insecurities created by facing life-threatening and life-changing situations.

Evidence to support the effectiveness of a broad social response to survivors' needs can be found in recent research published by the Australian Institute of Family Studies, December 2006, *Services for victim/survivors of sexual assault: Identifying needs, interventions and provision of services in Australia*. The Report highlights the role of feminist

and gender sensitive counselling, and particularly comments on the critical role played by social support in mediating mental health outcomes for victims. The Report also comments that there is a need to recognise that the psychological distress following sexual assault or abuse is separate from mental ill health, for instance existential doubt, low self-esteem, intense feelings of shame or impaired sense of gender identity. These are all factors that impact on the individual's ability and right to choose to live a fulfilling life but which do not generally fall under the scope of mental health or psychological services.

THE REPORT CONCLUDES:

“Sexual violence is a multidimensional problem. In attempting to work sensitively and effectively with survivors in a way that contributes to them regaining control over their lives following the devastation of sexual assault, it is salutary to keep in mind that no single factor explains such violence and equally, no single person can overcome it. Just as sexual violence results from the complex interplay of individual relationship, social and cultural and environmental factors, so, too, its solution must also involve all those who have the opportunity to reduce such violence and eliminate its preventable harms by working together, where possible, to build synergistic relationships.”

Services for victim/survivors of sexual assault. Identifying needs,

interventions and provision of services in Australia, Australian Institute of Family Studies, December 2006, Jill Astbury, Research Professor, Victoria University

What The Survivors Matrix recognises and has brought to life is that there is rarely one specific intervention or service that can meet the complex health, psychological and social needs of survivors throughout their lives. The Survivors Matrix provides a vision for future collaboration in addressing the issues of sexual violence and abuse through service provision, education and cultural awareness, information sharing, and consciousness-raising that engages with and is accessible to the entire community it serves. It offers the promise that all issues and needs can be assimilated into a united and focused response to work proactively for the benefit of the whole community.

Both personally and on behalf of The Survivors Trust, I welcome the creativity and innovations expressed in the concept for The Survivors Matrix, and want to thank Bob Balfour for his continuing dedication and inspiration in working for the benefit of all survivors.

Fay Maxted
National Co-ordinator
The Survivors Trust
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SURVIVORS MATRIX

A SEXUAL VIOLENCE &
ABUSE HUB FOR BRADFORD

REPORT OF A FEASIBILITY STUDY CARRIED OUT BY MONKEY MOSAIC LTD

SURVIVORS MATRIX IS A PROPOSAL FOR A HUB TO SUPPORT VICTIMS OF SEXUAL ABUSE AND VIOLENCE AND TO EMPOWER PARTNERSHIP WORKING TO DELIVER THIS SUPPORT MORE EFFECTIVELY ACROSS BRADFORD.

This paper constitutes the results of an initial evaluation of this idea, taking into consideration national strategies and best practice as well as the views of local stakeholders on current needs and opportunities. It identifies a clear niche, outlines immediate priorities for action and highlights issues for discussion and areas for further exploration. It proposes a twelve-month development phase, subject to availability of funding.

BACKGROUND

There are tens of thousands of people in Bradford whose lives have been affected by sexual violence and abuse. This issue is not limited to any single community or class or culture; it stretches into all parts of district life.

The damage done by sexual abuse is not easily healed; the after-effects can last a lifetime. Individual reactions to abuse cannot be easily 'boxed'; they cover the widest range of behavioural responses from total breakdown and withdrawal to aggressive criminality to completely 'normal' behaviour.

Statutory agencies try to pick up some of the pieces, but only those cases where symptoms become most obvious. They also always have to cope with outcomes; they cannot easily address individual internal dynamics.

One of the most significant effects of sexual abuse is the isolation of the individual. A variety of societal taboos and psychological/cultural norms all operate to keep the issue under wraps.

The social culture which has in many ways restricted the effective support of victims of sexual violence and abuse is beginning to evolve. That evolution can be seen in Government initiatives ranging from a Cross-Government Action Plan on Sexual Violence and Abuse to detailed protocols for engaging with victims from the Department of Health (Victims of Violence and Abuse Prevention Programme), and all underpinned by 'Our Health, Our Care, Our Say,' the Government's call for greater direct involvement in support services by service users, regardless of supporting sector. All these initiatives will roll out during 2007.



SURVIVORS MATRIX - OUTLINE

Against this background Survivors West Yorkshire published A View from Inside the Box in 2006. The report stated that one of the most significant things that could be done to help those on the receiving end of sexual abuse is to provide a framework for them to help themselves - and not be seen forever as passive victims. Another significant step would be to bring the whole box of collected issues out into the open in order to strengthen positive responses and remove stigma across the whole of society.

Survivors West Yorkshire therefore developed a proposal for a new framework for sexual violence and abuse services in Bradford called the Survivors Matrix. The proposal offers

an imaginative pathway to capture the developing initiatives and empower them in ways which will have positive outcomes beyond those currently envisioned, enabling a resource to be built in Bradford which could act as a good practice model for the rest of the country.

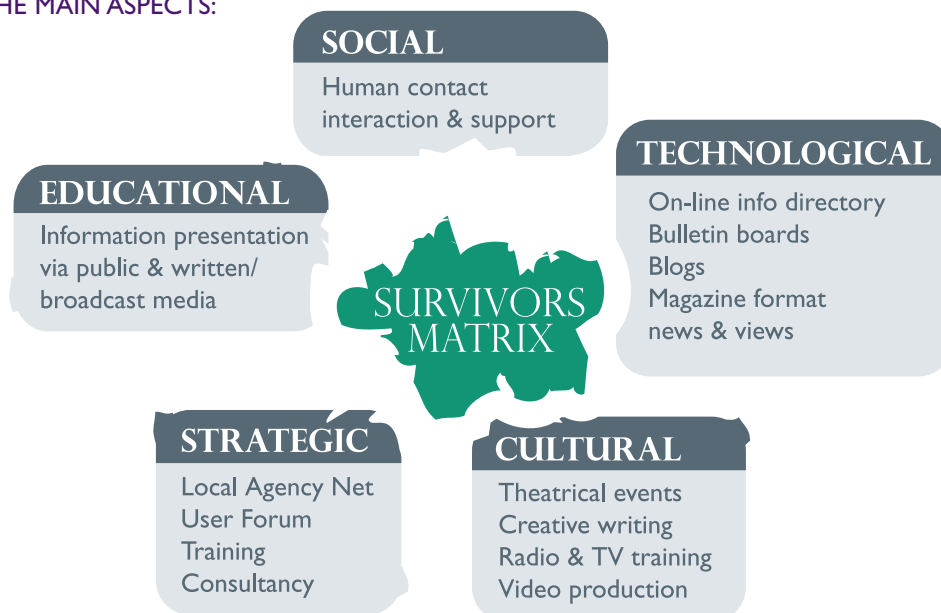
Survivors Matrix would aim to facilitate many new creative outcomes and bring forward the vision of the many diverse voices heard in the report. It is intended as a programme rather than a project and encompasses a number of objectives including:

- information and representation functions to local and national statutory agencies
- informing/educating others about the situation in which survivors of sexual abuse find themselves including theatre, film and video as well as the traditional routes of meetings and press articles

There are a number of aspects of the work, each one contributing to and drawing strength from a central hub. The original aim was for this hub to be operated, and its use determined, by survivors themselves.

- providing as many ways as possible for overcoming individual isolation and alienation

FIVE OF THE MAIN ASPECTS:



WE HAVE ASKED RELEVANT PEOPLE WHAT THEY THINK

Social sector leadership consultants Monkey Mosaic (see Annex 1) were contracted by the Community Network Bradford and District in February 2007 to carry out an initial evaluation of the proposal.

The evaluation has taken into consideration national strategies and best practice as well as the views of local stakeholders on current needs and opportunities in the district. A list of individuals and organisations consulted is given at Annex 2.

THE PROPOSAL FITS WELL WITH STRATEGIC WORK AT A NATIONAL LEVEL

We have not attempted in this report to rehearse the arguments for the importance of dealing with sexual violence and abuse and prioritising better support services, since that is adequately covered by A View from Inside the Box and national reports and strategies – as stated in ‘Tackling the Health and Mental Health Effects of Domestic and Sexual Violence and Abuse (Home Office, DH and NIMHE) the evidence is uncontested. Details of relevant reports are given at Annex 3: desk research conducted.

Rather, this section covers stated strategic priorities and national initiatives and considers to what extent the Matrix proposal fits in with them. It’s easier to work with the grain of social change, so how can local activity support national strategy?

The Cross-Government Action Plan on Sexual Violence and Abuse is due to be published imminently. It focuses on three main objectives:

- Maximising prevention
- Increasing access to support and health services for victims of sexual violence and abuse
- Improving the criminal justice response to sexual violence and abuse

The Home Office, Department of Health and National Institute for Mental Health in England (NIMHE) and the specialist voluntary sector, represented by The Survivors Trust and the Rape Crisis Network (England and Wales), are working collaboratively on a number of initiatives:

- Ensuring the next round of Public Service Agreements cover targets on serious offences, over half of which are serious sexual offences. Public Service Agreements drive local prioritisation of resources.
- Online implementation toolkit to support an integrated and co-ordinated community response, e.g. Local Sexual Violence and Abuse Forums that put in place workplans, arrange mutual training exchanges and facilitate sharing of ideas.
- Supporting the development and funding start-up costs of Sexual Assault Referral Centres (SARCs) around the country through SARC Development Fund.
- Delivering specific training for investigators and prosecution teams, which will be rolled out from April. Considering possibility of fast-tracking court cases.
- Funding Independent Sexual Violence Advisors (ISVA). Following a pilot of 38 services across England and Wales continuation funding is being

provided to support existing posts and funding will be available for additional posts. ISVAs usually work for the voluntary sector.

- Occupational and service standards for relevant statutory sector agencies such as A&E, Drug and Alcohol services.
- Mental Health Trusts Pilot Collaborative Project working to promote routine enquiry into sexual abuse with all users of mental health services

This collaborative approach is supported by Home Office Minister Vernon Coaker MP and Health Minister Baroness Scotland via an inter-departmental Ministerial group. The Matrix proposal fits well with the spirit of this work, as well as much of the detail, creating opportunities that are discussed later in this report. Tackling the Health and Mental Health Effects of Domestic and Sexual Violence and Abuse talks of a bringing together:

“Many Government and cross-Government initiatives, a wide range of voluntary and independent sector agencies, statutory health, education and social care services and the criminal justice system... the whole system approach will make all of its elements visible, including a recognition throughout the system of the nature and extent of this violence and abuse, and it’s effects on those who are victimised, with a whole system understanding of their needs and how to meet them.”



Matrix essentially proposes the same approach at a local level. In particular the proposal supports the notion in the same report that “At the heart of the programme will be the voice and experience of those who have been victimised.”

Developments in the voluntary sector at a national level would also support the Matrix through the emergence of the Survivors Trust and Rape Crisis Network as national voices covering the issues of sexual violence and abuse. Matrix would be able to tap into their experience and networks.

MUCH DETAILED WORK WILL BE REQUIRED AT A LOCAL LEVEL TO TURN GOOD INTENTIONS INTO ACTION

The highest priority of the three objectives to implement locally will be to ensure a continuum of care for victims and survivors. This will be a precondition to any effective action on the criminal justice side; more victims will not be encouraged to disclose or to report to the police without the promise of better support. Prevention is unlikely without greater understanding of the issues, which is best gained through interaction with victims and survivors, and therefore again dependent on the support offered to them.

A variety of services already exist at a local level (see Annex 4: Initial mapping of services). They provide parts of the solution, however they are often working in isolation, aware of other services but lacking opportunities for contact and therefore up-to-date understanding

of overlaps and differences in services provided.

“There’s a lack of consistency and co-ordination across the district. Services are not connected, nor sufficient.”

Services that do exist operate under uncertain funding regimes and there are gaps. All mention a ‘wish list’ of services they feel are needed and stories of groups of clients they used to serve or types of support they used to provide but had to stop due to lack of funding.

It is particularly important when supporting survivors and victims of sexual violence that services are gender and age specific. Particular gaps or capacity shortages mentioned included specific services for: male survivors of childhood sexual abuse; ethnic minorities; 16-17 year olds; certain parts of the district which may be far from location based services; women involved in prostitution. But the biggest concern is a general lack of capacity across all services due to insufficient funding. Data from the British Crime Survey shows that only a minority of survivors and victims of sexual violence make disclosures. Were a significantly greater percentage of them to do so the existing specialist support services in Bradford simply could not cope.

It should be noted at this point that additional funding for specialist support services could make huge savings overall for the public purse. As things stand a range of other services that are ill equipped attempt to deal

with the problems caused for survivors by the ongoing trauma of their abuse or assault. These include a range of mental health problems, self-harm, suicide, drug & alcohol abuse, eating disorders, violent and criminal behaviour. Rape incurs a cost of £73,000 per case in health services alone (source: Tackling Sexual Violence: Guidance for Local Partnerships, June 2006, Home Office).

Proposals for greater collaboration received unanimous approval. However, there are clearly different perspectives and it will take time to reach mutual understanding, reconcile different agendas and put in place productive new working practices.

“THE STRATEGY WORK HAS TO BE MADE TO HAPPEN NOW AND IT’S IMPORTANT SURVIVORS SHOULD BE INVOLVED”

“WE LIVE IN THE 21ST CENTURY AND THE TIME TO DEAL WITH THE ISSUE HAS ARRIVED - OTHERWISE INCREASINGLY IT WILL BE DEALING WITH US”

For Survivors Matrix to work as an effective hub it must aim to:

- i. Ensure statutory sector strategies and activities facilitate and strengthen survivor-led and voluntary sector support services
- ii. Ensure the views of survivors and voluntary sector expertise informs and strengthens public sector activity

I. ENSURING STATUTORY SECTOR STRATEGIES AND ACTIVITIES FACILITATE AND STRENGTHEN SURVIVOR-LED AND VOLUNTARY SECTOR SUPPORT SERVICES

“The issue is how a victim accesses services and the choices then open to them. When a survivor chooses to disclose to a voluntary sector service they do so because it meets their own particular needs.”

The majority of disclosures of sexual violence and abuse take place in the voluntary sector. This is unlikely to be an accident. The voluntary sector has a different ethos; it feels different to a survivor. It has built up decades of experience supporting victims and survivors and has the expertise but often not the resources.

Relationships with the statutory sector can be difficult. For instance, one voluntary sector respondent said they feel it is difficult to raise their concerns with the public sector because they fear it would put their funding at risk. Another example is that the ISVA employed in a voluntary organisation in Kirklees reports difficulties in communication with the Police and Health Services. Employment of ISVAs has been funded and promoted at a national level and it is possible there is some overlap with existing services.

There is also a feeling that public sector involvement can be heavy-handed. One example given was the view that the Hate Crime Alliance was taken over by the Police, who were then unable to deliver on its objectives. A strong, independent voluntary sector is required to ensure that does not happen - strength and independence in practice means a variety of different funders so the organisation is not beholden to any particular funder for its survival.


II. ENSURING THE VIEWS OF SURVIVORS AND VOLUNTARY SECTOR EXPERTISE INFORMS AND STRENGTHENS PUBLIC SECTOR ACTIVITY

“I would like to get together with the Police and Social Services to find a way to deal with disclosures in a way that is less harmful to the victim.”

A common complaint from the public sector when trying to engage with the voluntary sector is the number and diversity of opinions. It often appears that it will be too time-consuming and complex to collect and reconcile all these views so a half-hearted attempt is made. Efforts are needed on both sides: the public sector needs to accept that it is worthwhile even though difficult; the voluntary sector needs to work more strategically so it can present a more concerted voice.

One potential route for influence might be the PCT's Professional Executive Committee, a group of local doctors, nurses and other frontline health and social care staff who support and develop clinically driven primary and community services working jointly with





partnership agencies and frontline staff. Part of their role is to ensure that the health needs of the local population are fed into the planning and delivering of health care services. They are also tasked with promoting partnership working.

THERE'S A CLEAR NICHE FOR A COORDINATING HUB

The issue of sexual violence and abuse is addressed by different agencies, arising as a significant component or contributing factor within agendas on domestic violence, mental health, drug & alcohol abuse, child protection, serious crime, community safety. What is currently missing is recognition of this as a priority agenda in itself. No person, organisation or partnership holds a strategic view of all relevant services across the district.

Initial investigations have revealed interest in working together more effectively on issues around sexual violence and abuse. However, it will not happen without leadership and coordination. The existing voluntary organisations are not resourced to carry out this role (and struggle to

find funding to retain the services they exist to provide). No public sector body or partnership has so far taken it on.

This is the niche which Matrix can fill. It can be a coordinating hub, tasked with ensuring contact between all relevant services and facilitating development of new services where gaps or opportunities are identified. With an over-arching agenda, independent of individual organisational concerns and priorities, and with built-in involvement from survivors themselves, it will give impetus to a growing programme of activities and bring a philosophy of continuous improvement to the services on offer.

“THE DISCLOSURE RATES ARE CLIMBING FROM MANY SERVICES BUT THERE IS NEVER A RUSH OF FUNDERS TO HELP DO THIS WORK!”



DEVELOPMENT

THE WAY TO MOVE FORWARD IS THROUGH ACTION

Widespread support across a range of agencies will be required if Survivors Matrix is to function effectively. Development will involve a process of creating waves of interest and building a coalition of support.

In order to avoid being thought of as a talking shop, Matrix needs to promote action that bears fruit early on. Initial evaluation of opportunities suggests the priorities for action are as follows:

1. Driving the development of a Sexual Assault Referral Centre for Bradford
2. Coordinating a Sexual Violence and Abuse Network to provide opportunities for all relevant organisations to learn from one another, develop a shared understanding and undertake strategic planning on a collaborative basis
3. Setting up a structure/process to ensure ongoing participation of survivors in development and management of the SARC and other relevant projects, as well as ongoing evaluation of existing services

4. Creating a website to act as a portal to all existing services

Further details and factors to be taken into consideration for each priority are given below.

I. SEXUAL ASSAULT REFERRAL CENTRE (SARC)

Development of SARCs across the country forms a key plank of the Government's strategy, as mentioned above. Central funding is available to help set them up through £70,000 grants, available from the Home Office, though subject to a bidding process.

Discussions have already taken place on the potential development of a SARC in Bradford and several people consulted felt this was the key need. A meeting was convened by Bradford Rape Crisis and Sexual Abuse Survivors Service on 8th March and hosted by the Police, with the aim to form a working group to move plans forward. West Yorkshire Police are planning a 'Visioning/Mapping Day' due to take place in May looking at the issue on a West Yorkshire basis, with the intention of developing a generic structure, policy and procedures involving all relevant agencies; a 'Structured Care Pathway.'

Concerns have been expressed about SARC development by local and national organisations. A number of concerns were voiced:

- They can be seen as 'the answer' when in fact they need to be part of package of activities. They are centre-based, not offering the outreach services at home or in easily accessible community venues that some victims require. Support to victims is time-limited and not necessarily tied into the voluntary sector services which tend to take up the role of long-term counselling and support. Perhaps most importantly, SARCs do not address the needs of adult survivors of childhood sexual abuse, who are the biggest service user group.
- SARCs are intended as 'a safe haven' but in some cases they are seen as merely evidence collecting facilities, designed to increase reporting and conviction rates, which is not helpful for victims and survivors:

"We don't want to put in lots of effort and end up with a 'level 1' SARC. We want an all-singing, multi-agency one. A SARC is not a building, it's a concept."

“THERE ARE TENS OF THOUSANDS OF PEOPLE IN BRADFORD WHOSE LIVES HAVE BEEN AFFECTED BY SEXUAL VIOLENCE AND ABUSE”

“If a SARC sets out with the objective of simply increasing reporting rates, it won't be successful.”

Matrix can help ensure that these concerns and the following questions are taken into consideration in setting up a SARC:

- What do victims expect?
- How should we measure quality of care? (N.B. work is being carried out on this question at a national level)
- How can we ensure the voluntary sector is treated as an equal partner and resourced for continuing involvement?
- How can we ensure the SARC's services are culturally sensitive to the needs of Bradford's ethnic minority communities?

When asked about good practice in establishing and running a SARC, people have consistently mentioned Derbyshire, since it is voluntary sector led (managed by Derbyshire Rape Crisis) as well as the St. Mary's Centre, Manchester and The Havens in London, because they provide other services besides forensic examination. E.g. St. Mary's Centre employs four counsellors and has a support worker to provide practical advice.

Study visits to learn from the experience of existing SARCs would be useful though it must be noted that they are all relatively new and any model can be improved on.

2. SEXUAL VIOLENCE AND ABUSE NETWORK

Interest was expressed in opportunities to meet other organisations involved in providing services. The purpose would be to provide updates on activities, facilitate shared learning, build trust and a common understanding, brainstorming and planning future services.

Matrix could provide such a forum, convening and facilitating meetings. Care would need to be taken on the level at which such meetings are pitched. Who should attend: frontline staff, managers, strategic planners?

Care must also be taken to avoid the experience of the independent Leicester Sexual Violence Network, which was established and ran for 16 months, before closing due to the development of a new multi-agency working panel by the Police (who had previously taken part in the Sexual Violence Network). Some people involved felt that this new group had

skewed the agenda too far towards criminal justice concerns and away from victim and survivor support.

The national Mental Health Trusts Pilot Collaboration Project has also set an objective to establish Sexual Abuse Forums. Their remit is primarily staff development, informal supervision and case study discussion.

There may in fact be a need for several forums on sexual abuse and violence focussing on different aspects. If so, there could be a role for Matrix in coordinating membership of the various forums. Matrix could link agencies or individuals into the best forum to meet their requirements. It could also act as the information hub for knowledge gathered and developed at the various forums.



3. STRUCTURE/PROCESS TO ENSURE ONGOING PARTICIPATION OF SURVIVORS

The exact model for such structures or processes needs to be further discussed and investigated but it is essential that they are established. This needs to be considered at several levels:

- a. Planning and development of new services (e.g. the SARC) delivered by any of the partner organisations
- b. Governance/reference group of Matrix
- c. Staffing of Matrix
- d. Ongoing management of all relevant services

A discussion amongst stakeholders would be valuable as to whether personal experience as a survivor should be added to the person specification for the Matrix Development Worker and any future staff.

One possibility would be to establish a Survivors Advisory Panel (SAP) to provide input into the development of any new services. Matrix or any of the partner organisations could book feedback sessions with the group. This is an analogue to the Refugees Advisory Group established within the PRESTO Partnership of refugee agencies in London, with which Monkey Mosaic is familiar. In that case one of the partner organisations provides ongoing training to the members of the group in support of their advisory role.

Whatever model or process is selected, Matrix must carefully consider representation of the various groups of survivors to ensure that the voice of one particular group does not drown out the rest. Some groups have had greater prominence and are already more organised to make their voice heard.

4. WEBSITE

The initial priority is to make the existing services in the district more visible through the development of a website acting as a portal to all existing organisations and explaining each of their roles and relationships. In the future, and dependent on funding, the website could potentially be expanded to include user forums and blogs ('MySpace for Survivors'), an extranet for partner organisations and an email news service.

FUTURE PRIORITIES

Additional priorities and opportunities will arise as the programme rolls out. These might include:

- Training for frontline staff, e.g. in A&E departments, GPs, mental health services, social services, drug and alcohol abuse services, probation officers, prison officers. This may offer a potential for social enterprise activity as interest in the subject increases, but the market does not yet exist.

- Acting as a hub for commissioning of services – coordinating the response from the voluntary sector to tenders to deliver support services. Matrix would need to allow organisations access to additional resources that they could not access alone, rather than becoming a competitor for funding.
- Public awareness and educational campaigns including cultural activities.

“THIS ISSUE IS NOT LIMITED TO ANY SINGLE COMMUNITY OR CLASS OR CULTURE; IT STRETCHES INTO ALL PARTS OF DISTRICT LIFE”

NOTHING HAPPENS WITHOUT PEOPLE TO DO IT

We recommend that interested stakeholders fund a twelve-month development phase to move forward on these plans. Resources are required primarily to buy people's time:

Matrix Development Worker

Local partnerships and funding, programme development, convening and servicing Reference Group, organising Network meetings.

Specialist Advisor

Further developing national contacts; carrying out fundraising from national sources; facilitating Network meetings; providing advice on strategic development, governance structures, social enterprise, quality assurance.

Expert Consultancy

A variety of people (including survivors themselves) to provide advice on effective support for victims and survivors.

HERE'S WHAT THEY WOULD DO

- Establish a Reference Group
- Further research and identification of stakeholders
- Detailed mapping of services including identification of gaps

- Detailed discussions with potential local partners covering (i) future structure of Matrix; (ii) their ongoing involvement; (iii) resources and funding; (iv) future priorities for action
- Drive development of Bradford SARC, working closely with Police SARC development officer and Bradford Rape Crisis & Sexual Abuse Survivors Service
- Organise and hold first meetings of the Bradford Sexual Violence and Abuse Network
- Develop plans for involvement of survivors (SAP or other processes)
- Visits/research into other relevant organisations around the UK
- Further develop relationships with Home Office, Dept. of Health, etc.
- Research potential funding sources and submit applications
- Hire web designer and develop content for a website
- Produce detailed 3 year business plan
- Recruit an external evaluator, support evaluation of the development process, contribute to & distribute the final evaluation report

A REFERENCE GROUP IS REQUIRED FOR THE DEVELOPMENT PHASE

Management of the Matrix will be complex since it will rely on partnership working. It will eventually require a formal constitution but it is too early to establish this yet. During the development phase workers should report to a Reference Group, rather than one particular organisation.

As a minimum, the Reference Group for the development phase should include representatives of the following organisations:

- Bradford & Airedale Teaching PCT
- Bradford Council
- Bradford Rape Crisis and Sexual Abuse Survivors Service
- Off the Record
- Relate Keighley
- STAR Project
- Survivors West Yorkshire
- West Yorkshire Police

This list is by no means exhaustive and other important stakeholders will be identified and added during the development phase.

This leaves an immediate question: which organisation will be the budget holder for the development phase?

“ONE OF THE MOST SIGNIFICANT EFFECTS OF SEXUAL ABUSE IS THE ISOLATION OF THE INDIVIDUAL”





BUDGET

AN EFFECTIVE INVESTMENT
FOR REAL OUTCOMES

A SUGGESTED BUDGET FOR A 12 MONTH INTENSIVE OUTCOME DRIVEN STRATEGIC DEVELOPMENT PROGRAMME

A number of funders could potentially be drawn on to fund the Matrix. The timeframe of the feasibility study has not allowed for detailed funding research. Possibilities for further investigation include:

- Community Network Bradford and District
- Bradford District Council
- West Yorkshire Police
- Bradford & Airedale Teaching PCT
- Department of Health
- Home Office
- NESTA Innovation Fund: Innovations in Mental Health
- Big Lottery Fund – Reaching Communities Programme: Outcome 4 - healthier and more active people and communities
- Lankelly Chase Foundation - Breaking the Cycle of Abusive Relationships Programme
- Lloyds TSB Foundation

“A VARIETY OF SOCIETAL TABOOS AND PSYCHOLOGICAL/CULTURAL NORMS ALL OPERATE TO KEEP THE ISSUE UNDER WRAPS”

“THE SOCIAL CULTURE WHICH HAS IN MANY WAYS RESTRICTED THE EFFECTIVE SUPPORT OF VICTIMS OF SEXUAL VIOLENCE AND ABUSE IS BEGINNING TO EVOLVE”

1. 1ST YEAR BUDGET

Matrix Development Officer, full-time (inc employers NI)	£38,000
Specialist advisor, 2 days per week	£18,000
Expert consultancy	£15,000
Rent, phone & services (desk in another organisation's office)	£1,500
Office running costs (stationary, etc.)	£500
Office equipment (PC, printer)	£1,000
Website development	£4,000
Independent evaluation	£3,000
Travel & expenses (best practice visits around UK)	£2,000
Meetings of Bradford Sexual Violence and Abuse Network (venue, refreshments, etc.)	£1,000
TOTAL	£84,000

This budget would support a robust model to ensure that local strategic development for victims of sexual violence and abuse proceeds effectively

Nothing happens without people to do it - In order to pursue this workplan the following staff resources are required:

Matrix Development Worker

Local partnerships and funding; programme development including driving development of Bradford SARC (working closely with Police SARC development officer and Bradford Rape Crisis & Sexual Abuse Survivors Service), organising Network meetings, convening and servicing Reference Group

Specialist Advisor

Further developing national contacts; carrying out fundraising from national sources; facilitating Network meetings; providing advice on strategic development, governance structures, social enterprise, quality assurance; training for members of SAP

Expert Consultancy

A variety of people (including survivors themselves) to provide advice on effective support for victims and survivors





ANNEX

ANNEX ONE ABOUT MONKEY MOSAIC

Monkey Mosaic Ltd is the social sector leadership consultancy run by James Smith, co-founder and formerly Chief Executive of the School for Social Entrepreneurs (www.sse.org.uk) and founding Trustee of Unltd: the Foundation for Social Entrepreneurs (www.unltd.org.uk). He was instrumental in setting up the organisation and securing the contract to manage the £100m Millennium Awards Legacy, the largest single tender to the voluntary sector.

James learned his trade working alongside the late Michael Young (Lord Young of Dartington) at the

Institute of Community Studies (now recast as the Young Foundation: www.youngfoundation.org.uk). Michael was a social scientist (Family & Kinship in East London and The Rise of the Meritocracy), and once named by Harvard Business School as the 'most prolific social entrepreneur of the 20th Century'. He invented the Open University and founded dozens of social organisations including the Consumers Association.

Since 2002 James has been working as a freelance consultant primarily with new start-ups, social enterprises and organisations that are refocusing their mission and operations. His work has covered a diverse range of

issues including regeneration, employment, refugees, social innovation, energy and environment, arts, mental health, education and venture philanthropy.

For further info see:
www.monkeymosaic.com

James Smith
Monkey Mosaic Ltd
Tel: 020 7099 2215
james@monkeymosaic.com

“IT IS PARTICULARLY IMPORTANT WHEN SUPPORTING SURVIVORS AND VICTIMS OF SEXUAL VIOLENCE THAT SERVICES ARE GENDER AND AGE SPECIFIC”

“INITIAL INVESTIGATIONS HAVE REVEALED INTEREST IN WORKING TOGETHER MORE EFFECTIVELY. HOWEVER, IT WILL NOT HAPPEN WITHOUT LEADERSHIP AND COORDINATION”

ANNEX 2 INDIVIDUALS & ORGANISATIONS CONSULTED

LOCAL

Eleanor Green	Bradford & Airedale Teaching PCT
Rachel Cooper	Bradford Council for Voluntary Service
Roz Hall	Bradford Metropolitan District Council
Valerie Balding	Bradford Metropolitan District Council
Paul Johnson	Bradford Metropolitan District Council
Lynne Cheong	Bradford Metropolitan District Council
Jane Gregory	Bradford Rape Crisis & Sexual Abuse Survivors Service
John Corbishley	CNet Bradford and District
Anne Wilkinson	Kirklees Rape and Sexual Abuse Crisis Centre
Celia Dawson	Off the Record
Nick Shillito	Relate Keighley
Barbara Siedlecki	STAR Project West Yorkshire
Bob Balfour	Survivors West Yorkshire
Sue Widderson	West Yorkshire Police
Stan Bates	West Yorkshire Police

NATIONAL

Cath Thundercloud	Lancashire CID; Advisor to Home Office on sexual violence
Dave Gee	Ex-Derbyshire CID: Advisor to Home Office on sexual violence
Fay Maxted	Survivors Trust
Helen Musgrove	Home Office
Jazz Kang	Lecturer in Counselling at University of Derby; Ex-Manager, Derby Rape Crisis and Derbyshire SARC
Mandie Marlow	Ex-Leicester Sexual Violence Network and Leicester SARC



ANNEX 3 DESK RESEARCH CARRIED OUT

I. REPORTS/POLICY AND STRATEGY PAPERS

Promoting Equality

12th March 2007 Dept of Health
Response from Dept of Health to the Disability Rights Commission Report, "Equal Treatment: Closing the Gap."

Tackling the Health and Mental Health Effects of Domestic and Sexual Violence and Abuse

Prof. Catherine Itzin, Home Office/
Dept of Health/ NIMHE

Tackling Sexual Violence (June 2006)

Sexual Crime Reduction Team,
Violent Crime Unit, Home Office
Guidance for Local Partnership

Working Jointly with adult survivors of sexual abuse

Liz Mayne, CSIP/NIMHE
Mental Health Trusts Pilot
Collaboration Project

Violence and Abuse Care Pathways Mapping Research Project Brief VVAPP, Dept of Health/ NIMHE

Evaluation of Breathing Space (2006) Scottish Executive Research Findings No.49/2006

Evaluation of the Breathing Space
telephone advice line and signposting
service for people experiencing low
mood or depression.

Evaluation of Breathing Space (2006) Scottish Executive Research Findings No.49/2006

A social research project exploring
Sexual Abuse/Violence Service
Provision across the Bradford District

Yes You Can (2005)

Sarah Nelson and Sue Hampson.
Scottish Executive Working with
Survivors of Childhood Sexual Abuse

Cross-government Action Plan on Sexual Violence and Abuse Home Office/Dept of Health

II WEBSITES

The Star Project

www.starproject.co.uk

Community Network Bradford & District

www.cnet.org.uk

Bradford CVS Healthnet

www.bradfordcvs.org.uk/health.htm

West Yorkshire Police

www.westyorkshire.police.uk/

Survivors West Yorkshire

www.survivorswestyorkshire.org.uk/

The Survivors Trust

www.thesurvivorstrust.org/

Government Crime Reduction website

www.crimereduction.gov.uk/sexual/sexual23.htm

St. Mary's Centre

www.stmaryscentre.org/

Black Women's Rape Action Project and Women Against Rape

www.womenagainstrape.net/

The Centre for Social Justice - James Brokenshire MP Diary (description of placement with Twelves Company, Plymouth)

www.centreforsocialjustice.org.uk/default.asp?pageRef=168

Twelves Company

www.twelvescompany.co.uk/home

Bradford District Care Trust

www.bdct.nhs.uk/

Bradford and Airedale Teaching Primary Care Trust

www.bradfordairedale-pct.nhs.uk/

Rape Crisis England & Wales

www.rapecrisis.org.uk/

ANNEX FOUR INITIAL MAPPING OF LOCAL SERVICES

The following organisations offer counselling and other forms of support to victims of sexual violence and sexual abuse survivors

1. Bradford Rape Crisis and Sexual Abuse Survivors Service

A service by women... for women who have been raped or sexually abused at any time in their lives.

C/o 19 - 25 Sunbridge Road
Bradford, BD1 2AY
Helpline: 01274 308 270
Email: Info@brcg.org.uk

2. Off the Record

- Face-to-face counselling service for 13-25 year olds
- Anger Management Consultant

Referrals from: GPs (70%), self-referrals, youth service, YMCA, Connections, Schools

Funders: CAMHS, Healthy Community Fund Team
www.offtherecord.org.uk

3. Relate Keighley

- Initial formal assessment with two therapists
- Client-centred individual therapy
- Group support: LILY for women and SHED for men - up to 14 weeks, 3 hours group once per week.
- Counselling service for young people

Referrals from: self-referrals, GPs, probation officers, mental health

Funders: PCT, CAMHS, Lloyds TSB Foundation
www.relate-keighley.co.uk

4. STAR Project, West Yorkshire

- Initial support workers - 6 to 10 weeks
- Counselling - 6 to 10 sessions
- Case Tracking Service for every case undergoing criminal investigation

Currently support 650-700 people per year across West Yorkshire

Referrals from: Police (50%), CPNs, Victim Support, Drugs Projects, GPs

Funders: West Yorks Police, PCTs
www.starproject.co.uk

5. Survivors West Yorkshire

Survivors West Yorkshire is a Voluntary Organisation which aims to deliver peer support and advice to Adult Survivors of Childhood Sexual Abuse, both Male and Female. Our objective is to further our aims via the education of survivors, their communities, and the services which support them directly or indirectly. We advocate for social recognition of the needs of adult survivors and the commitment to meet those needs as victims of crime who have survived, in most cases, without acknowledgement or support. We also believe that engagement needs to be pro-active and fully resourced, as the impact will not only benefit the survivor but society itself.

www.survivorswestyorkshire.org.uk
survivorswy@mac.com
Helpline: 07950 263 975

NATIONAL & INTERNATIONAL SERVICE DIRECTORIES

1. National Association for People Abused in Childhood
www.napac.org.uk

2. DABS Directory and Books Service
www.dabsbooks.co.uk

“THIS IS THE NICHE WHICH MATRIX CAN FILL. IT CAN BE A COORDINATING HUB”



