

# Annual Review 2016-2017



# Our Purpose

## Our Objectives

Our charity's purposes are set out in the objects contained in the company's Articles of Association. The main objects include:

- Relieve the needs of children and adults who are in need of care and protection.
- Relieve the needs of adults where those needs arise as a result of them experiencing domestic violence, separation or divorce.

Our objects were reviewed in 2016.

## Our Aims

The aims of our charity are to work with victims, children and perpetrators of domestic abuse; support those who are parenting alone; and work to encourage healthy relationships. Our aims fully reflect the purposes that the charity was set up to further.

## Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity. Our main objectives for the year continued to be promoting healthy relationships, preventing family crises and relieving the needs of those affected.

## Our Strategies

The strategies we use to meet these objectives include:

- Providing a range of services that promote healthy relationships and prevent family crises.
- Focusing on encouraging healthy relationships, and the impact on family, friends and the wider community.
- Working towards applying national standards of service.
- Working in partnership with other agencies to ensure the widest range of services are available to best match the needs of the community.
- Promoting awareness of healthy relationships, to reduce the likelihood of young people engaging in harmful behaviour.

## Our Activities

Putting these strategies into action we have four major areas of activity which are:

- domestic abuse outreach work;
- support for children and young people affected by domestic abuse;
- programmes for perpetrators to help them change their abusive behaviour; and
- mentoring/befriending services to help people move on.

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# Executive Director's Report



Splitz aspires to end domestic abuse. While those might seem like big words, we aim to end domestic abuse in the life of everyone who comes to us for help; be they victims or perpetrators. We are dedicated to developing and delivering services that reduce harm and increase safety for all survivors of domestic abuse – men women and children. We are determined that by delivering Healthy Relationships programmes in schools for 13 – 14 year olds (year 9) we can help young people recognise and understand what to look for in their own relationships.

We know the importance of easily accessible services and the value of holistic, practical information and advice hand in hand with emotional support to ensure improved safety and wellbeing. We know the importance of working together in partnership and harmony with other community providers; sharing information and knowledge to deliver flexible services that are meaningful – with the service user right in the heart of everything we do.

We are an organisation of passionate and determined people; from the individual members of the Board right down to the cleaner. Together, we make a difference!

This past year has been another special one for us. We honour the thousands of people whose lives we have helped transform. It is such a privilege to be asked to provide support through such a challenging part of their unique journey – helping people overcome difficulties and crisis and providing encouragement as they grow in self esteem and personal success. I am so proud of those people who found the courage to contact us and I am immensely proud of our wonderful staff members who often go above and beyond to provide the absolutely right support for each one.

As a leading provider of domestic abuse services in our sector I am deeply concerned about the future funding for these essential services which are so badly needed. Cuts in local authority budgets have a direct impact on providers like us which means we have worked hard to tailor our service to fit our ever decreasing budgets. We focussed concentration on streamlining every corner of the organisation and made savings where we could. However, while resources are now stretched to the absolute limits we are all determined that we will continue to hold our Vision steady and deliver our Mission and abide by our Values.

This coming year (2017 – 18) we are all working together on our Strategic Plan enabling us all to have a clear focus for the next 3 – 5 years. It will be a year of challenge and change which we will embrace together as we move forward with the next part of our journey!

*Fran Lewis*

# How We Are Governed



Splitz Support Service was registered on 25 April 1997. It is a charitable company governed by a memorandum and articles of association. Splitz is a registered charity (no 1064764) and a company limited by guarantee, registered in England and Wales (No 3360057).

The charity's objects are to relieve the needs of children of families who are in need of care and protection by negotiating for the provision of day care and other charitable facilities and by counselling the parents of such children in relation thereto and to relieve the needs of adults where those needs arise as a result of them experiencing domestic violence and abuse, separation or divorce, in the United Kingdom and Europe.

In practice the charity furthers its object by the provision of support services to adults and children in southwest England.

## Board of Trustees

Our board of trustees meet 9 times a year and consists of people from a broad spectrum of our community, with a range of business and charity skills appropriate to our need.

Trustees who served in 2016-2017

Francis Wakem QPM  
Annette Taylor  
Stephen Foster PhD FCA  
Jan Brand (retired Jun 2016)  
Penny Cannings  
Ann Cornelius  
Alison Craddock  
Sue Eley (appointed Nov 2016)  
Cindy Ervine LLB (Hons)  
Barrie Hedges (retired Jun 2016)  
Rosie MacGregor  
Alan MacKenzie



# Governance Achievements & Targets

Achievements in 2016-2017	Result
Review and improve trustee recruitment, selection and induction processes	New processes agreed and introduced in Dec 2016
Enhance guidance to the Board	Company secretary employed in Nov 2016  Annual away day reinstated in Jul 2017  Increased training opportunities for Board members
Targets 2017-2018	Result
Introduce bye-laws to reinforce and clarify our constitution	New bye-laws in place by Dec 2017
Review need for further sub-committees	Review completed by Dec 2017
Introduce Board evaluation system	Evaluation system adopted by Jan 2018

## A poem by a man who attended our turnaround programme

With rage, fear and anger as well as emotional abuse,  
I controlled my family, I controlled my roost.  
I was king and all would obey,  
And if they didn't there was hell to pay.  
I believed this was how to run my life,  
But all it did was push away my wife.  
The time I knew it all had to end  
Was the day I lost my very best friend.  
I knew the things I had done were wrong,  
I knew that this had gone on too long.  
But how to stop? Could I be changed?  
Could my whole way of thinking be rearranged.  
So I signed up to group and in I came,  
Full of remorse, guilt and shame.  
First day was hard bearing my soul,  
But I knew I must to reach my goal.

Module after module came and went,  
The man that I was, I came to resent.  
But with each week a new lesson was learnt,  
I realised my behaviour could be unlearnt.  
Now I have come to my final week,  
And words of wisdom from me you all seek.  
So stay out of your head, step in your partners shoes  
But most important of all change has to start with you.  
So I now leave here a man reborn,  
Never returning to my old ways this I have sworn.  
The possibilities ahead are endless and the chances are rife,  
So I bid u all goodbye and good luck as I start my new life.

# Operational Achievements & Targets



Three year accreditation by SafeLives

Achievements in 2016-2017	Result
Deliver high quality services	All services delivered or exceeded against targets agreed with funders and commissioners Complaints were minimal and all dealt with satisfactorily
Achieve Leading Light standard in all geographical areas	Accreditation achieved in Devon and Gloucestershire
Develop our teams	Positive engagement in Transforming Leadership initiative Work begun on reviewing operational policies

Targets 2017-2018	Result
Achieve Leading Light standard in Wiltshire	Achieve standard by Jul 2018
Complete Transforming Leadership process	All reviews completed by Apr 2018
Win service contracts in Wiltshire, Devon and Gloucestershire	Win tenders in Wiltshire and Devon in 2017 Win tender in Gloucestershire in 2018

<i>Income</i>	<i>Services</i>	<i>Staff</i>	<i>Beneficiaries</i>
<b>£2.19m</b> income	<b>6</b> service types	<b>88</b> paid employees	<b>15,946</b> total beneficiaries
<b>£1.67m</b> contract income	<b>22</b> programmes	<b>22</b> volunteers	<b>8%</b> BME beneficiaries
<b>£0.56m</b> grant income	<b>90%</b> cases closed "needs met"	<b>91%</b> female staff	<b>90%</b> female beneficiaries
<b>3:1</b> contract:grant ratio	<b>91%</b> overall satisfaction	<b>78%</b> staff retention	<b>22%</b> disabled beneficiaries

# Our Services



Your steps, your pace

## Hear to Help

We deliver a range of services across the region. Not all services are available in each county.

**Domestic abuse outreach services:** including Independent Domestic Violence Advisers (IDVA), helpdesk, and outreach workers.

**Groups for survivors of domestic abuse.**

**Young people's services:** including specialist young people's support workers, safeguarding workers and early intervention workers.

**Groups for young people:** including groups delivered in schools.

**Voluntary domestic abuse perpetrator programmes:** including groups for male perpetrators and safety workers to support their partners.

**Mentoring and befriending scheme:** including volunteer Buddy scheme and Building Bridges programme.

## Getting in touch

There are many ways you can get in touch:

email; letter; text; and phone.

We are working on an online chat option for our website.

Visit our website [www.splitz.org](http://www.splitz.org) to find out how to get in touch in your area.

## Our offices

We have offices in:

**Trowbridge**  
**Amesbury**  
**Exeter**  
**Barnstaple**  
**Cheltenham**  
**Gloucester**

Our offices are open between 9 am and 5 pm.  
Our phone lines are usually open between 8.30 am and 4.30 pm.

# Karen's Story

Karen was referred to Splitz by Women's Aid. Karen has complex needs and a physical disability, meaning that she requires carers twice a day to assist with her care. Karen had noticed that her husband's behaviour was escalating quite rapidly, becoming more abusive, more often and she contacted Splitz to say that she needed to get out of the home.

Karen relies on her husband to assist with some of her care, she has no way of accessing agencies outside of the home, if she could she would just get up and leave!

Finding a place of refuge proved to be impossible for us as nowhere would allow carers to access the refuge to continue with the care that was required. Karen had even rung around places herself with no luck.

A professionals meeting was held and Housing were trying to locate a suitable property, they looked into respite and care homes also with no joy. There were also challenges as Karen was not entitled to benefits as on paper she was a home owner with savings.

Still Karen's husband's behaviour was continuing to spiral, he was drinking and abusing substances heavily which was making him very unpredictable.

Finally after many telephone calls and emails between partner agencies Splitz, Housing Options, GreenSquare and adult social care, we managed to get Karen moved into an adapted property which was unfurnished. At the end of July a coordinated move was carried out by the Police and adult social care.

Splitz used some money from their crisis fund to buy the very basics, duvet cover, kettle, kitchen utensils. We contacted Helping Victims of Domestic Violence (HVDV) in Chippenham and they provided some furniture for Karen. Adult social care rallied around their office and got some essential items together also.

Karen is now safe and free from abuse.

# Our Staff



## Helpdesk

Our helpdesk team will listen to you and help you access the right support, first time. They will try to contact everyone who has been referred and allocate them to a worker in their area.

## Support Workers

Our specialist support workers are highly trained to help you find a way through at a pace you can manage. We won't hurry you to make a decision or impose choices on you. We recognise how important it is for you to feel empowered during this process.

## Senior Management Team

Our senior management team is responsible for the day-to-day management of the activities of the charity. As well as providing guidance and support to the teams they are responsible for implementing the charity's strategy and enforcing its policies.

The senior management team includes

Fran Lewis MBE FRSA FCMI - Executive Director  
Rachel Wetton BA PCG Soc Pol - Operations Manager  
Chrissy Stower - Devon Services Manager

The Finance Manager and HR Manager are often also in attendance at senior management team meetings.

## Value for Money

Splitz is proud to be recognised as a Living Wage Employer. Our lowest pay grade is over £10 per hour.

The pay ratio is 4:1, with the highest paid member of staff earning only 4 times the lowest.



## Accreditation

Our services and governance are accredited and recognised by many external awarding bodies. This year we declined to renew our Investors in People accreditation.

The primary reason was the extremely high cost of retaining this award, plus we felt our other accreditations covered much of the same ground.



## Volunteers

Our highly trained team of dedicated volunteers provide a fantastic service. We are extremely grateful for the time they devote to their role.

# Financial Report



## Income

This year our income rose by a modest 3%. This was largely due to increased contract income. Our major contract income streams were for:

- Domestic abuse services for Devon County Council
- Domestic abuse services for Gloucestershire County Council
- Perpetrator programmes for Gloucestershire County Council
- Domestic abuse services in partnership with Wiltshire Council

Grant income fell by 9%, which reflects the difficulty in raising grant income due to the current financial climate and our increased income. We are extremely grateful to all of our funders for their continued support. Our main grant income was from:

- The Big Lottery Fund
- The Blagrove Trust
- The Henry Smith Charity

Income   
**£2.19m** Up 3%

Contract income   
**£1.67m** Up 10%

Grant income   
**£0.52m** Dn 9%

## Expenditure

For some funds the money carried forward isn't classed as deferred income, which accounts for the surplus this year. All of the surplus is designated for projects and activities continuing in 2017-18.

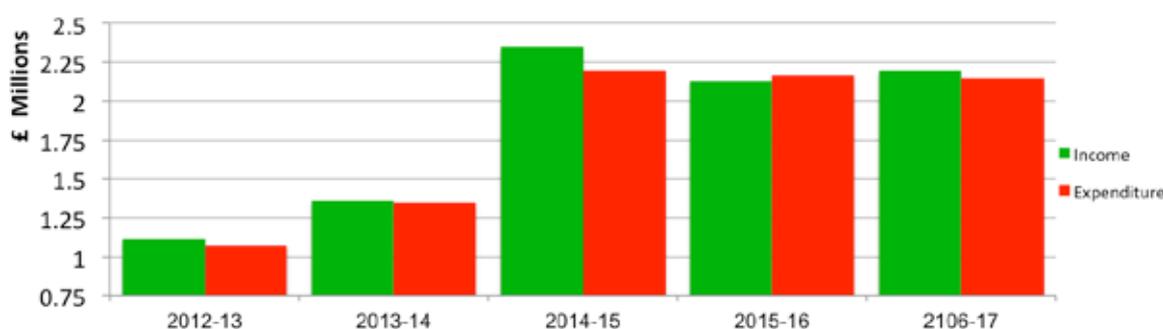
The majority of expenditure (£2.17m: 97.5%) was on the activities of the charity.

We spent a small amount (£42,306: 2%) on raising funds. This was mostly staff costs.

A minimal amount of income (£11,239: 0.5%) was spent on Governance.

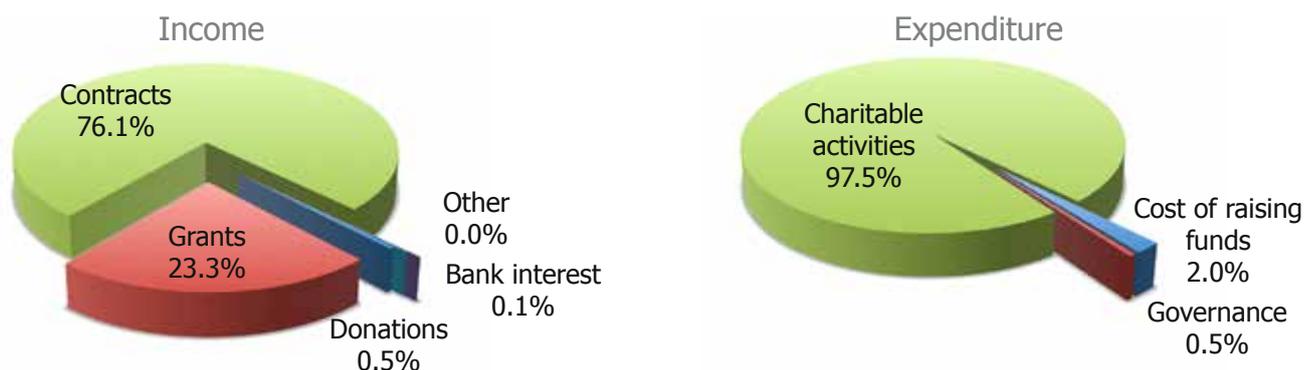
Expenditure   
**£2.15m** Dn 1%

Reserves   
**£0.21m** Up 0%



The charity maintains a healthy financial position. Income and expenditure are managed through strong fundraising strategies and stringent financial controls. Income has exceeded expectation with additional grant income, new contracts and contract extensions. As such we continue to hold a large amount of deferred income, which is used to generate a small amount of interest.

We ended the year with a surplus of £45,461. This is income carried forward that is not designated as deferred income. These funds are designated for projects continuing in 2017-18.



## Reserves

Reserves are needed to cover unforeseen costs like redundancy payments should a service not be funded or temporary funding of services while new funds are sought, and to cover unplanned emergencies and other unforeseen expenditure. The trustees consider that the ideal level of reserves as at 31 March 2017 would be between £100,000 and £225,000.

Splitz had £210,000 of free reserves in March 2017. This situation is largely attributable to on-going growth of the reserves fund in line with income growth over the past 5 years.

## Fundraising

Splitz employed a fundraiser for part of the year. After an review fundraising was contracted out. No funds raised are paid in commission to any person or organisation. All funds raised by Splitz staff, or on behalf of Splitz, are for the sole use of Splitz in delivering its charitable benefit. We may allocate the funds to a specific project or piece of work with the agreement of the donor. However,

unsolicited donations or small donations with no restricted purpose will be allocated to the crisis fund for that geographical area, and used for the direct benefit of our service users

## Investments

Investments are made in accordance with the charity's Articles of Association and Investment Policy. Having considered the available options, the trustees decided to invest in commercial common investment funds (high interest bank accounts and short term deposit accounts). The trustees consider the overall return on investments and deposits (at less than 1%) to be very disappointing.

## Pay

The pay of the senior staff is reviewed annually. Pay is not mapped to any national scale, but when pay is increased it is usually in line with the national cost of living increase or NJC increase as funds permit. Pay is not currently benchmarked, as it has been difficult to find the right group of similar charities to benchmark against.

# Thank You

Thank you to everyone who supported us

Police and Crime Commissioner Gloucestershire  
Police and Crime Commissioner Wiltshire  
Police and Crime Commissioner Devon & Cornwall

Devon County Council  
Exeter City Council  
Gloucestershire County Council  
Wiltshire Community Safety Partnership  
Wiltshire Council

BBC Children in Need  
Comic Relief  
Hollie Gazzard Trust  
Masonic Charitable Foundation  
The Big Lottery Fund  
The Blagrove Trust  
The Henry Smith Charity

Terry Evans



## Splitz Support Service

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Registered charity - 1064764 Company limited by guarantee - 3360057

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[www.splitz.org](http://www.splitz.org)