



# Performance and Quality Report

**REDACTED**

## Safe Spaces Service



1<sup>st</sup> June 2025 – 30<sup>th</sup> September, 2025

Q3 2025

**Clair Street**  
**Safe Spaces Team Manager**

First Light  
Business Centre  
2 Cattedown  
Plymouth  
PL4 OEG

Email: [Clair.street@firstlight.org.uk](mailto:Clair.street@firstlight.org.uk)

## Summary of Performance

During Q3, Safe Spaces experienced significant operational change following the agreement with the Church of England and the Catholic Church to refine the service remit. This shift, particularly the removal of HR related cases and a stronger alignment to the Victim's Code, resulted in a notable increase in ineligible referrals and a corresponding rise in demand on the helpline and out of hours service.

The service also experienced staff transitions, with one advocate and one advisor leaving for external safeguarding roles. Both posts were successfully recruited to, enabling caseload stability and improved capacity going into Q4.

A substantial driver of increased contact has been the Redress scheme data breach, which caused distress among victims and survivors and led to a rise in call volume and repeated contact from several individuals. The team implemented enhanced safety planning and close partnership working with mental health services to support those most affected.

## Things that are performing well

During Q3, several areas of the Safe Spaces service demonstrated strong performance and development. Specialist training has been sourced through NAPAC, offering a comprehensive and interactive exploration of ritualistic and spiritual abuse, trauma and its impact, disclosure management, professional boundaries, and staff wellbeing. This training is scheduled to run once our newly recruited staff members begin their roles in January and is expected to significantly enhance the team's confidence and capability in responding to complex and sensitive abuse disclosures. The inclusion of wellbeing components, such as managing vicarious trauma, burnout and compassion fatigue, will also support resilience across the team.

In addition, the Church of England has agreed to deliver a dedicated training session on spiritual abuse for Safe Spaces on 9<sup>th</sup> December. This will ensure the team has up to date insight into church safeguarding policies and improve the consistency and accuracy of advice provided to survivors reporting spiritual abuse.

Work is progressing on the Safe Spaces website redesign, which is scheduled for launch in December/January. The updated website will provide clearer information about the service remit following recent changes, alongside improved grounding resources and an expanded signposting section. These improvements are anticipated to strengthen accessibility and support early self-help for service users.

Team capacity and service user choice have also improved this quarter. With successful recruitment to both vacant posts and the addition of a male staff member, service users now have greater choice in who supports them, which aligns with trauma-informed principles and

has been positively received. Increasing staffing levels has already supported caseload stabilisation and will enable more flexibility and responsiveness over the coming quarter.

Together, these developments reflect continued progress in strengthening service quality, improving access to specialist knowledge, and enhancing the support experience for survivors.

**Safe Spaces Quarterly Performance Report**

Reporting Period Dec-25

ID No.	Key Performance and Reporting Indicators (KPIs and RIs)	Target	RAG	Q1	Q2	Q3	Q4	YTD	2024	2023	Commentary	Frequency
<b>Access to Services</b>												
RI20	Page views SS website homepage	n/a		21,096	19,188	8,257		48,514				
RI21	Page views SS website - incoming referral link	n/a		422	370	347		1,139				
RI22	Page views SS website resources – links accessed to other sites	n/a		416	358	370		1,144				
KPI14	Service availability - number of hours the service (phone, web, etc) was unavailable	95% availability	on track	100%	100%	100%		100%	100%	100%	The number of potential hours varies each quarter depending on the number of weekends and public holidays. The range for In-hours service is 470-520 hours per quarter and for out of hours ranges from 328-366 hours.	
RI23	No. of new referrals (Referral being a new contact to the service)	n/a		64	32	34		130			from Mid Sept we started the new agreed remit.	

RI24	Source of new referral:										
	Self		64	27	31		122				
	Church of England		0	0	0		0				
	Catholic Church (in England and Wales)		0	2	0		2				
	Church in Wales		0	0	1		1				
	Safeguarding (Church of England)		0	1	1		1				
	Safeguarding (Catholic Church)		0	0	1		1				
	Interim Support Service (ISS)		0	0	0		0				
	Police		0	0	0		0				
	Social Care		0	0	0		0				
	Other Church (non-Catholic or CofE)		0	0	0		0				
	Other		0	2	0		2				
<b>Client Journey</b>											
KPI15	No. of new contacts ( <i>eligible referrals</i> )	10 per month/ 30 per quarter	275	174	195		644				A higher figure is good performance as it demonstrates promotion and awareness of the service, too high however may impact service delivery.
RI25	No. of ineligible referrals:	n/a	101	122	209		432				We changed the remit in Sept which has caused an increase in ineligible referrals as we are no longer taking HR cases
	Non church related		12	9	13		34				
	Non abuse		2	10	20		32				Q3 - increased number due to remit change.
	Non England and Wales Under 18		5	3	5		13				
			0	1	4		5				

	Limited Info		65	72	93		230			
	Nuisance caller		8	10	23		41			Q3 nuisance caller on the rise
	General enquiry		0	0	25		25			we have only started to record general enquires this quarter
	Other Church (non-Catholic or CofE)		9	17	9		35			
	Professional enquiry		0	0	17		17			we have only started to record general enquires this quarter
	Referral by type of abuse (numbers):	n/a								From Q3 just the primary reason
	Emotional abuse		7	3	1		11			
	Spiritual abuse		4	7	1		12			
	Physical abuse		1	0	3		4			
	Sexual abuse		31	20	26		77			
	Neglect and acts of omission		6	0	0		6			
	Domestic abuse		1	0	0		1			
	Discriminatory abuse		1	1	1		3			
	Financial or material abuse		0	1	0		1			
	Psychological abuse		11	0	1		12			
	Modern slavery		0	0	0		0			
	Organisational abuse		8	0	1		9			
	Self-neglect		0	0	0		0			
	<b>Total</b>		70	32	34		136			
RI14	No. of open cases	n/a	146	151	147		444			Snapshot at the end of each quarter
RI15	Duration Closed cases - No of cases open:	n/a	32	30	32		94			

	Less than 1 month			8	2	0		10			
	1-3 months			11	7	2		20			
	3-6 months			5	7	7		19			
	6-12 months			7	13	15		35			
	12+ months			1	1	8		10			
RI 06	No. of victims and survivors supported to access counselling	n/a		62	47	41		150			
RI 07	No. of victims and survivors supported to report Abuse to:	n/a		11	21	30		62			
	Police			6	10	29		45			
	Statutory services			5	11	1		17			
KPI 06	Confirmation that all open cases have a support plan in place	n/a		96%	97%	96%					
RI16	No. of cases closed	n/a		32	30	32		94			
RI17	No. of closed cases with onward referral and/or signposting	n/a		24	14	6		44			all clients are offered signposting
KPI12	% of contacts responded to within 24 hours or 48 hours if the service has been closed for a day. <i>(a contact is all cases new and on-going)</i>	90%	on track	100%	100%	100%					
RI18	Average length of time (days) for an advocate to be allocated	n/a		<1	<1	<1					
RI19	Number of service users completed a risk assessment and safety planning advice	n/a		146	148	145		439			

KPI11	% of victims/survivors with a signed client agreement who have a named advocate	100%	on track	100%	100%	100%						
RI11	Average case load per advocate	<55	on track	36	38	30.8					Q3 recruitment of brand-new advocate this quarter	
RI04 &5	Average number of support sessions delivered (sessions/person):											
	No sessions	n/a		2,335	2,322	2600			6,807	5,687		
	No of Clients	n/a		389	443	197			1,085	850	from Q3 - total of opened and closed clients over the quarter	
	Ave No. of sessions per client	n/a		6	5.2	13			6.2	6.6		
RI10	No. of safeguarding concerns raised by the service	n/a		8	6	1		15			we monitor safeguarding for all clients but only 1 needed actioning this quarter	
RI02	No. of victims/survivors signposted to other services	n/a		179	348	317		844				
RI03	No. of victims/survivors referred to other services	n/a		55	45	64		164				
RI08	No. of victims/survivors with a planned exit from the service (where case is closing in agreement and it's planned)	70%	on track	71%	70%	90.60%						
RI09	No. of victims/survivors with an unplanned exit from the service	n/a	on track	29%	30%	9.40%						

KPI09	No. and % return of exit surveys	25%	on track	13.64 %	17%	28%				we have changed the way the exit surveys are sent out which has had a positive result
	No. and % return of quarterly surveys (open cases)			23.80 %		23.80%				
<b>Service User Feedback and Engagement</b>										
KPI05	At least 1 activity specifically on engagement per quarter	1 per quarter	on track		Y	Y - Peer Support Group				
KPI10	Percentage of service users who are satisfied with the Safe Spaces Service, and would recommend to others.	80%	monitor		90%	78%				These KPIs represent all feedback from the survey on exit from the service. Q3 This is when the remit changed and we have agreed to not challenge when the diocese say that they can do no more
KPI01	No. of victims/survivors who report an improvement in wellbeing	75%	on track		88%	80%				These KPIs represent all feedback from the quarterly survey and the survey on exit from the service
RI01	No. of victims/survivors engaged in continuous improvement initiatives	Annually								this will be picked up qualitatively at the end of year the report
KPI02	Service Users report that the service provided	75%	on track		88%	88.60%				These KPIs represent all feedback from the quarterly survey and the

	them with a supportive space										survey on exit from the service
KPI03	Service Users report that they feel listened to by Safe Spaces	75%	on track		100%	93.20%					These KPIs represent all feedback from the quarterly survey and the survey on exit from the service
KPI04	Service Users report Safe Spaces empowers them to self-advocate and/or make decisions for themselves	75%	on track		96%	84.10%					These KPIs represent all feedback from the quarterly survey and the survey on exit from the service
RI12	No. of complaints received by the service										
	a) Formal complaints received	n/a		0	0	0		0	1	0	
	b) Informal complaints received	n/a		1	2	1		4	3	17	
KPI16	No. of organisations external to the church engaged (who we have reached out to)	n/a		49	44	63		156			
<b>Training and development</b>											
KPI07	No. and % of staff level 2 safeguarding trained	100%	on track		100%	100%					
KPI08	No. and % of managers safeguarding level 3 trained	100%	on track		100%	100%					1 Service manager

RI13	No. of data protection incidents/breaches	n/a	0	0	1	1	Q3 - 1 incident - had to liaised with Mental health services due to a decline in a client's mental health and the impact it was having on the service
------	---	-----	---	---	---	---	---

## Areas of Concern

(should include anything which is off target or performing poorly, also include anything which could become an issue and needs action to remedy or monitoring very closely).

During Q3, several areas of concern emerged that require ongoing monitoring and targeted action. These issues reflect both the operational impact of significant external events and the transition period following changes to the Safe Spaces remit.

The refinement of the service remit has resulted in an increase in negative feedback from individuals who no longer meet the eligibility criteria. Some survivors expressed disappointment or confusion about changes to what Safe Spaces can offer, particularly where expectations had been shaped by previous versions of the remit. This feedback highlights the need for continued clarity in communication with stakeholders and potential service users to ensure understanding of the revised boundaries of the service.

A substantial increase in helpline and out of hours calls occurred following the Redress Scheme data breach. This event caused considerable distress for many individuals, and some mistakenly believed that Safe Spaces was responsible for the communication due to our contact number being the only one included in the notification e-mail. Several service users required intensive daily support, including prolonged or repeated calls, prompting the implementation of robust management plans. Close liaison with mental health teams was necessary in cases where the breach had a significant impact on service users' wellbeing. This surging in demand placed additional pressure on the team and demonstrated the need for clearer crisis-communication processes with partner organisations.

In addition, the service experienced a noticeable rise in nuisance calls during September, typically from withheld numbers with callers immediately hanging up. These repeated calls created additional strain on helpline capacity and disrupted service flow, particularly during periods of increased demand linked to the data breach.

These concerns will continue to be monitored closely into Q4. Planned actions include enhancing communication with external partners regarding crisis events, exploring technical or procedural approaches to reducing nuisance calls, and strengthening public facing information to ensure the revised service remit is widely understood.

## Performance Focus this quarter

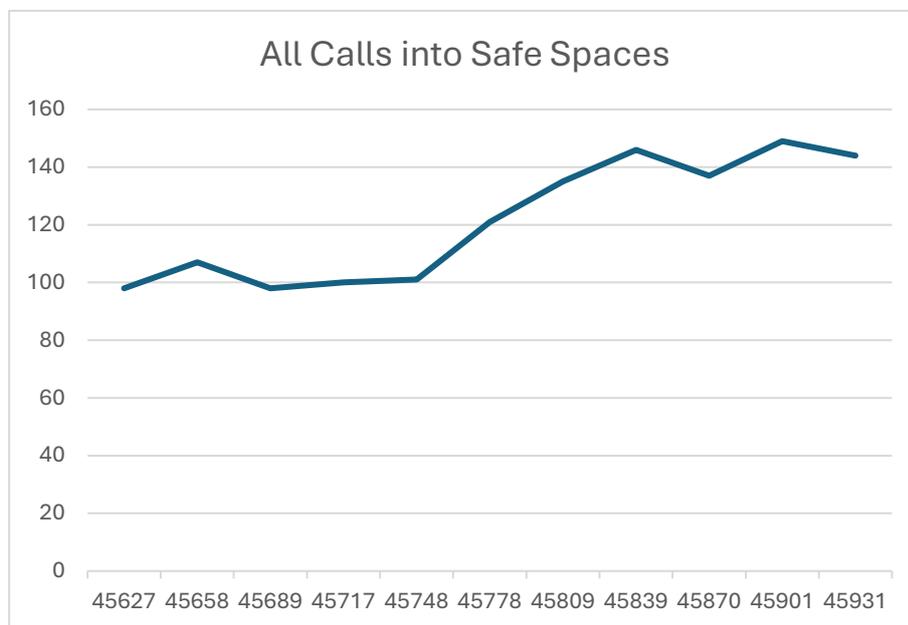
(Deep dive each quarter into a particular service issue/s. Only 1 or 2 each time to allow for a full drill down and analysis of the issues)

The Redress Scheme data breach had a pronounced impact on Safe Spaces during Q3. The day the breach occurred, the service received a substantial surge in calls from distressed individuals seeking reassurance, clarity, and emotional support. Some callers were

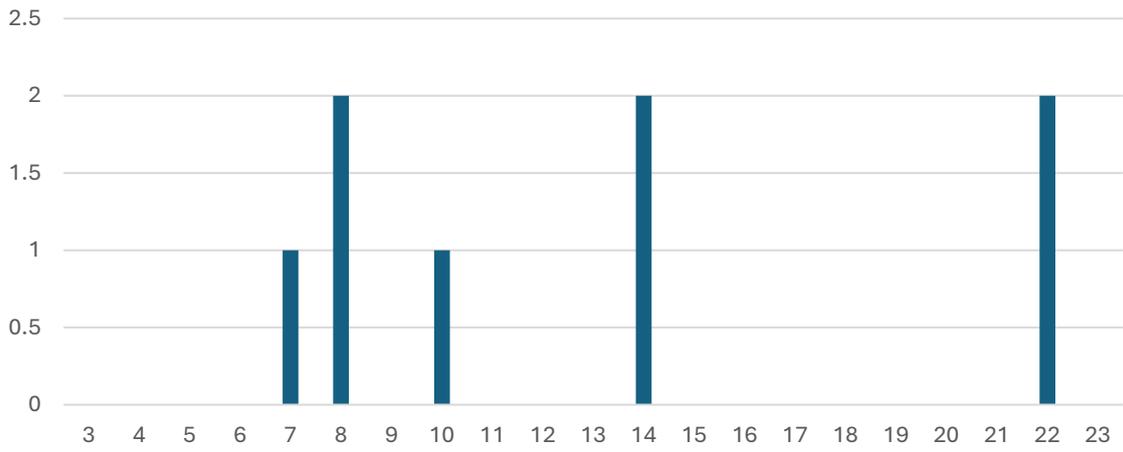
concerned that the communication had originated from Safe Spaces, due to our helpline number being the only contact included in the e-mail.

This event triggered sustained high call volumes across both the helpline and out of hours service for several weeks. Two individuals in particular experienced significant deterioration in mental health and required daily support, while another contacted the service multiple times a day for extended periods of up to 4-6 hours. Staff implemented comprehensive safety plans, increased check ins, and maintained regular communication with mental health teams to ensure effective risk management and support continuity.

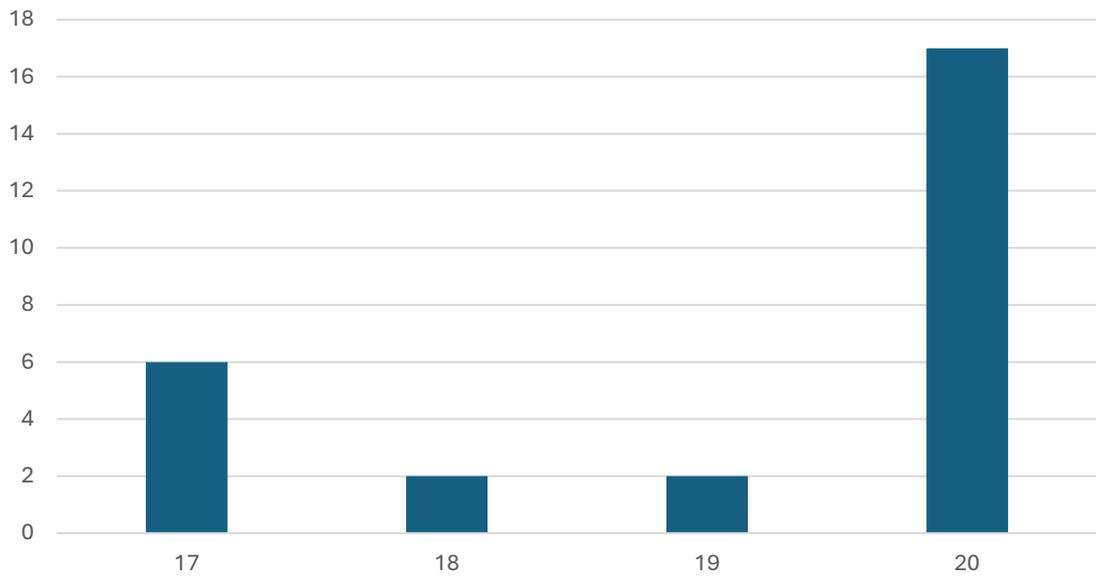
This quarter underscored the need for clearer crisis communication pathways with partner organisations and reinforced the importance of staff wellbeing and resilience within the team.

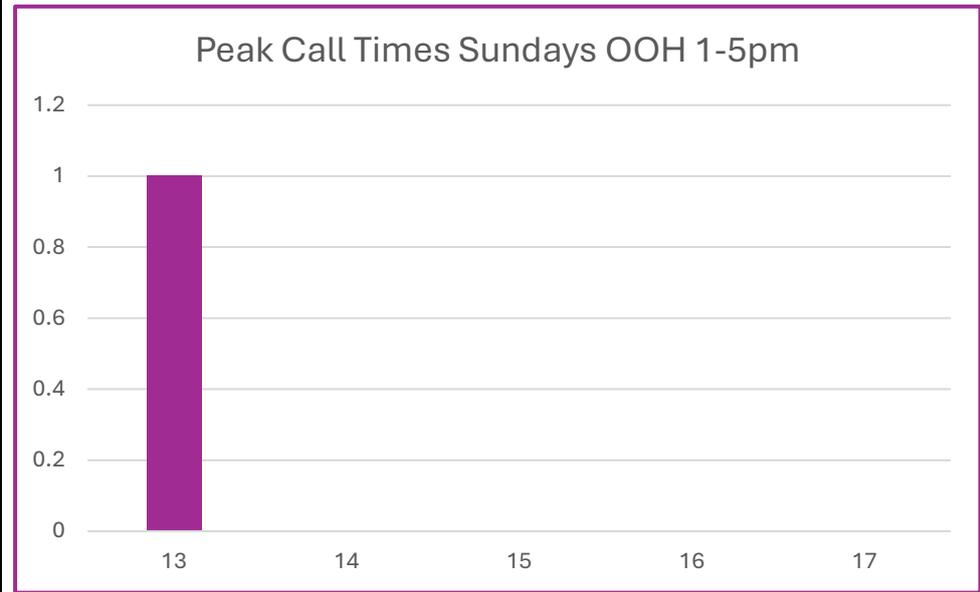
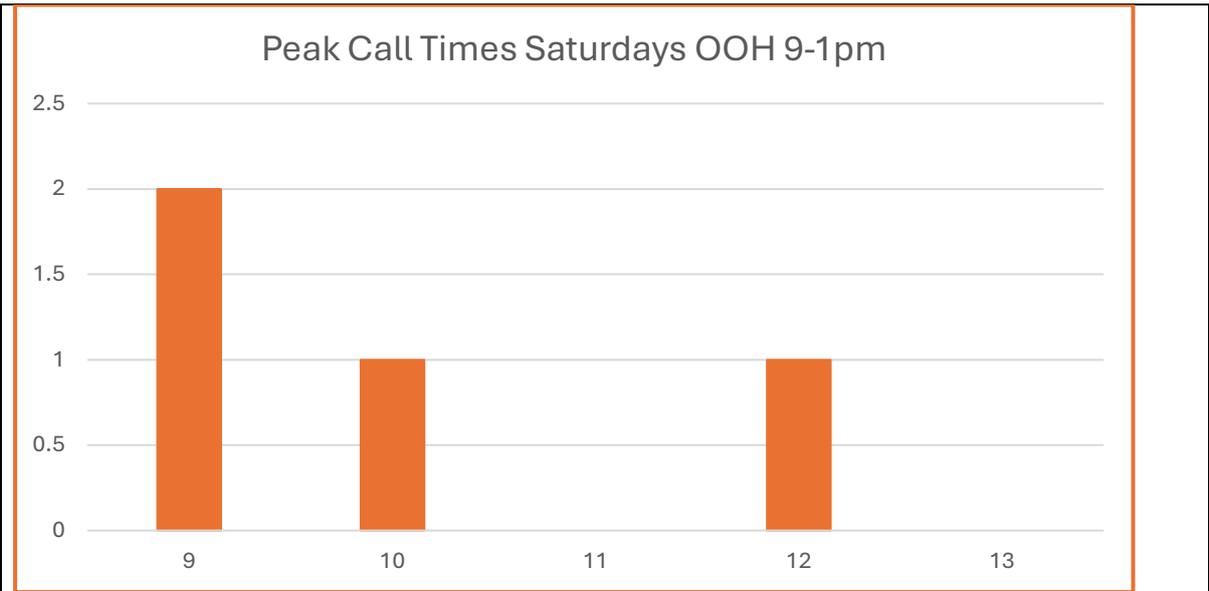


Peak OOO Voicemail Times Oct 25



Peak Call Times Weekday OOH 5-9pm





**Promotion Activity**  
 (anything attended in the quarter, including invitations as well as outreach)

Safe Spaces delivered a presentation to the Diocese of Lichfield at their safeguarding conference on 20<sup>th</sup> September, generating positive engagement and feedback. The service has also been invited to host a stall at a Church in Wales conference and to speak to parishioners at Hornsey Parish in London for Safeguarding Sunday next quarter. These opportunities continue to increase visibility, strengthen partnerships, and promote awareness of support available through Safe Spaces.

## Service User Engagement and Feedback

(to include survey results, peer support group updates and any other engagement activity)

Service user feedback this quarter continued to reflect the value of Safe Spaces' trauma-informed and person-centered approach. Survivors highlighted the importance of feeling listened to, supported, and empowered, particularly when navigating complex safeguarding systems or engaging with diocesan processes. Peer support activity was especially impactful, with multiple participants expressing how meaningful it was to connect with others with similar lived experience.

Client feedback:

- I felt really supported and listened. She helped me to navigate the safeguarding system and to process my thoughts too. Thanks for the support over the past few months and for helping me through what has been one of the biggest traumas on my life. Your support was much needed and appreciated when others maybe didn't believe I should pursue further accountability or to make my voice heard.
- I received 100% support from day one
- We had a difficult interaction with the diocese but thanks to \*\*\*\* being so fantastic she supported me in getting what I needed.  
It would have been so easy for me to give up and just resent the church even more but thanks to the support and care given and the time to talk things over and truly decide what is best for me and what I needed we was able to take the complaint further and achieve a positive outcome.  
It has been such a positive experience and the care and support I received has been amazing.
- The peer support group was truly fantastic. We all know there are others who have been hurt through a church setting but to actually connect with some peers and actually see we are not alone is invaluable.
- I found the peer-to-peer project extremely useful for healing and being heard. It was non-judgmental and provided a safe space where other survivors could freely express themselves without fear of harm or abuse from the outside community who quite frankly know and understand nothing about the lifelong struggle and emotional pain inflicted on those abused by religious institutions.