



napac

The National Association for
People Abused in Childhood

Strategic plan 2018-23

Supporting recovery
from child abuse

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Who we are



Millions of adults in the UK today are carrying painful and damaging memories of abuse they have suffered as children.

Media reporting in recent years has helped to increase public awareness and debate around the issue of child abuse. However, what is often overlooked is that those children are today's adults, who may still bear the scars of their abuse.

Cases seen in the media represent only a tiny fraction of the number of abused children. But their high profile has encouraged more adult survivors, whose own stories would never have come to light, to come to the National Association for People Abused in Childhood (NAPAC) to talk about what happened to them and seek support.

Since it was established as a charity in 1998, NAPAC has helped around 40,000 adults to come to terms with what happened to them. We support men and women who have experienced all kinds of abuse – including physical, sexual, emotional, narcissistic, ritualistic and neglect.

We support people in understanding how the abuse has affected them in adulthood and to learn how to lead more fulfilling lives.

Since our last published plan in 2014, NAPAC has grown and developed in response to the massive increase in demand for our support. We now deliver a better telephone support line and email service for abuse survivors, more support groups, more diversified training, more research, and more information sharing and advocacy.

We want to grow and develop even more – so that many more of the survivors who need our support are reached, and so our expertise in supporting them is shared and spread more widely.

Our plans are ambitious. For our services to meet the needs of survivors over the long term, in the next five years we plan to invest in broadening and diversifying

our fundraising strategy, so we can make the most of the opportunity to deliver a step change in services for survivors.

We are determined to rise to the challenge. With the help of our partners and supporters, we will succeed in delivering our mission – to make a difference in the lives of adult survivors of childhood abuse.

Our values, vision and mission

We have firm beliefs about the damaging impact of childhood abuse on people's lives, and how this damage can and should be repaired. They are the **values** which underpin everything we do:

- We believe that any abuse of children – whether physical, sexual, narcissistic, emotional or ritual, or the result of neglect – is damaging and wrong.
- We know that abuse in childhood can cause continuing harm and suffering to millions of people well into adulthood
- We believe that every individual has the right to leave the impact of childhood abuse behind, grow as a person and enjoy a happier and more fulfilled life, not defined by childhood trauma
- We know that survivors of childhood abuse can be empowered to do just that: we have proved that we and others can support them

Our **vision** is of a society in which every adult survivor of childhood abuse in the UK is able to access the support they need, when they need it, to make a journey of recovery and heal their wounds.

Our **mission** is to make a difference in the lives of adult survivors of childhood abuse, through services that support them, by standing up for them, and by spreading our expertise.

We listen in confidence





NAPAC provides the only free national telephone support line that offers specialist, confidential support to adult survivors of all types of child abuse, operated by experienced staff and trained volunteers.

Nearly 40,000 survivors across the UK have received our help so far. Demand has been increasing ever since the media spotlight first shone on the issue of non-recent child abuse, particularly when the revelations about Jimmy Savile broke in October 2012. In 2017 we answered 6,194 calls – an increase of 9% in one year.

To continue to meet the growing demand from survivors of abuse, we have made the following improvements to our support line:

- refocused the support line as a supportive listening service, reflecting what survivors tell us they most value about it
- introduced an email service for those for whom speaking on the phone is difficult or who prefer to write down their feelings
- moved the support line out of London to a more cost-effective dedicated facility in Stockport
- introduced better supervision of staff and volunteers in real time, so we can learn and improve transparency and safety

The support line has an overwhelmingly positive impact on callers, leaving them feeling less isolated and less distressed, and with an improved sense of wellbeing. Of callers in 2017, 49% felt ‘much better’ and 41% ‘a little better’ at the end of the call.

The numbers also tell us there is still a huge unmet demand for our support line. Of the 94,161 attempted calls to the line in 2017, only 6,194 – that is 7% of the total – were actually taken.

Our **ambition** is to radically expand the reach and capacity of the support line by increasing both staff and volunteer numbers to accommodate this.

With the new Home Office funding for 2018/19, we have already begun that process, alongside other improvements in our core services. We will:

- aim to double the number of calls we take from survivors – to 12,000 a year
- make the email answering service more accessible and valuable, by dedicating more staff time, advertising it, and setting a target of two working days for replies
- increase the reach of our services further, by ensuring that our website provides as much support and information as possible, as well as the support line
- improve access for a wider range of survivors, for example by translating our online and print materials into other languages, and by seeking dedicated advice and funding to help us better serve people with disabilities

We support
in groups

A photograph of a group of people sitting in a circle on the floor. In the foreground, several hands are held together in a supportive gesture, with fingers spread and palms facing up. The background shows a woman with long blonde hair wearing a black and white striped shirt, and other people whose faces are partially visible. The overall atmosphere is one of community and mutual support.

Our support group programme provides intensive therapeutic psycho-education for up to 12 survivors at a time, in 12 weekly sessions.



Using NAPAC's trauma recovery model, participants are empowered to take back control of their lives – with the result that their wellbeing and functioning improve, as they feel equipped to cope better. This model contrasts sharply with current NHS practice, which tends to focus on symptoms and maladaptive behaviours.

By early 2018, we had run 29 support groups in 14 locations across the UK.

Each support group costs NAPAC nearly £9,800 in total, but participants are offered a place for free. That's thanks to the external funding from sources including the Home Office, a Police and Crime Commissioner and charitable trusts, which has enabled us to provide 10 support groups in a single year (2016).

Demand for support group places remains highly competitive. We received more than 1,400 email enquiries regarding 192 places in 16 recent groups. A recent grant award will enable us to provide a minimum of six support groups across the UK over the next three years.

Our ambition is to increase the number of support groups around the UK, so that far more of those who most need our help are able to access them.

Our priority is therefore to widen our search for other sources of funding, so in time we can launch new support groups much more regularly. Alongside this aim, we will:

- expand access to support groups by diversifying their geographical spread to areas where the demand is greatest and where there are experienced and qualified facilitators to run the groups
- demonstrate as clearly as possible the value and lasting impact of support groups – exploring alternative evaluation tools, and introducing follow-up evaluation of participants after six, 12 and 24 months, and use this to seek funding for even more support groups
- improve the support participants have to move on with their lives when the 12 sessions are completed, by introducing two or three facilitated monthly follow-up sessions, encouraging participants to take more of the lead and seek opportunities for peer-to-peer support
- further expand the availability of support groups by exploring franchising the model to other not-for-profit organisations

We train others
to give support



We provide specialised external training to frontline staff who may engage with adult survivors of childhood abuse in any professional setting.

The aim is to spread our expertise so that more survivors receive the first response they need and are protected against re-traumatisation.

Our one-day training course is accredited by the Royal Society for Public Health and the Royal College of Nursing – renowned quality standards. The training programme is consistently updated to incorporate the latest research and knowledge about the effects of child abuse in adulthood and trauma-informed practice.

Between January 2016 and June 2018, NAPAC trained 587 people. Organisations, groups and individuals who have benefitted from training include Victim Support, police forces, NHS Foundation Trusts, GPs, social service providers (local authority, private and third sector), housing officers, religious or educational institutions, and therapists.

We assess and evaluate the impact of our training through quantitative and qualitative feedback forms, which show consistently high rates of approval.

The programme continues to be marketed, expanded and developed, with the support of in-house and external trainers. Since late 2017, our courses have targeted individual professionals, rather than groups of staff from a single organisation, and 80 such

individuals have so far taken up this opportunity. In May 2018, with the National Counselling Service, we launched a CPD-accredited e-learning course which has already been sold to around 180 people.

During 2017/18, the advice from a team of senior Barclays Bank managers, provided through the Pilotlight initiative, has also helped us to identify new ways to monetise this training effectively so we spread its benefits and become more self-sufficient. We recently recruited a business development manager to spearhead this expansion.

Our ambition for the training service is to:

- increase the number of people we train each year (up to 1,000 a year, within existing staff capacity). To achieve this we will continue to pursue existing customers, mainly in the public sector, as well as develop relations with new ones in others, including the corporate, charity and private health sectors, insurers, and employee assistance programmes
- diversify the training offer – to include more face-to-face and e-learning courses, as well as more targeted course modules focused on individual topics or sectors
- increase surpluses from training, to support further organisational development and growth and contribute towards NAPAC's free support services for survivors

A hand with the index finger pointing upwards, set against a dark background with a bokeh effect of light spots. The hand and finger are highlighted with a bright, glowing orange and yellow light, making them stand out prominently.

We share our
knowledge and
expertise

NAPAC has over 20 years of experience of supporting adult survivors of childhood abuse and our services are rooted in the feedback we receive from them.

Through our research and information function, we know about what works in the support of survivors and how to spread best practice.

We have acquired unique data and knowledge from anonymised information gathered from calls to the support line, from participants in support groups, and reliable published data and research.

Following our last published plan in 2014, we have launched a new user-friendly website for a range of different audiences, published a series of booklets for survivors and those who help them, and made use of the increasing amount of data available from the support line and support groups.

Since 2017/18, the impact of this stream of work has been enhanced by dedicating an experienced NAPAC senior manager to lead it, with Home Office grant support. This has enabled us to ensure that major pieces of external research are absorbed into our own information stream. It has also allowed us to play a bigger role in the research and guidance by others – for example, NICE guidance for Clinical Commissioning Groups, NHS England Strategic Direction for Sexual Assault and Abuse Services, the Office for National Statistics, the Centre of Expertise on Child Sexual Abuse, and the development of policy on service provision in relation to criminal justice.

We have established a Board sub-committee to guide and support our research programme.

Our key **ambitions** for the next period of research and information activity are to:

- position NAPAC as a leader in the debate on what works in the support of survivors, initially through a peer-reviewed discussion paper comparing NAPAC's approach to others, followed up with regular discussion papers on aspects of trauma treatment and recovery (at least one per year)
- Share the evidence for why tackling the health and social costs of childhood abuse on adult survivors is important
- improve the flow, quality and relevance of data gained from calls to the support line
- evaluate support group outcomes more rigorously, developing new qualitative and quantitative measures, and tracking longer-term impacts through the planned follow-up sessions
- develop a pool of case studies (from support group participants and others), which can serve as either examples of our research findings or share their experiences with the media

Through our advocacy work, with opinion-formers and through the media, we are helping to improve understanding about the impacts of childhood abuse, and to seek support from those who can help make a difference.

NAPAC is widely recognised as the expert in this field. We have strong connections with local authorities, police, health, social services and other service providers across the UK, and there is now widespread awareness of our work and our brand.

NAPAC also works with national, local and social media and regularly represents the range of survivors' experiences to the press.

In recent years, we have boosted our advocacy and media capacity to allow our Founder, CEO and a new Head of Public Affairs to focus on advocacy work and to maintain NAPAC's public profile.

Through our research function, NAPAC has provided expert consultancy and advice to programme makers who focus on the subject of childhood abuse. We believe NAPAC plays a key role in promoting better public understanding of the impact of childhood abuse in the media. We continue to do all we can to ensure the challenges for adult survivors are portrayed accurately and humanely.

Our ambitions going forward are to:

- ensure the voices of survivors continue to be heard through our high profile among policymakers and service providers, our campaigns, and our strong partnerships across the sector
- ensure that more survivors receive services which match their needs in a trauma-informed manner, by using our evidence to lobby for the right changes in policy
- identify, encourage and support high profile and influential champions for NAPAC's key messages
- build a network of empowered survivors, in particular by maintaining contact with those who have gone through the support group process, who can support our work through advocacy, fundraising or volunteering

Fundraising



Like many charities, NAPAC faces heavy competition for funding.

The challenge of generating income is exacerbated by the misunderstandings and myths that surround the issue of childhood abuse. NAPAC has consequently so far relied largely upon donations from survivors, or organisations with a specific interest in childhood abuse.

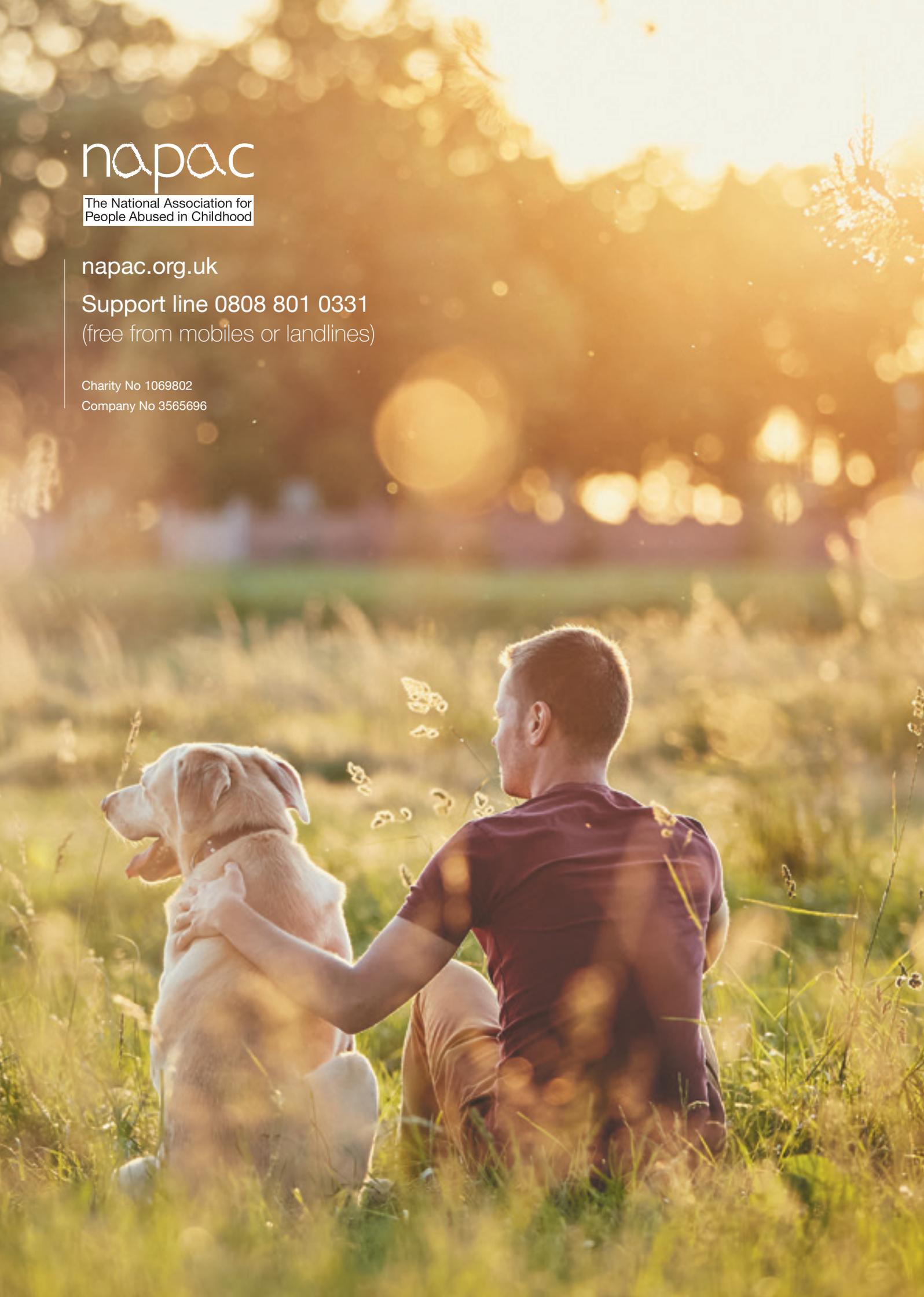
The scale of NAPAC's costs over the last 10 years has only been met thanks to public money - first via the Big Lottery Fund, and more recently through a Home Office grant programme.

While we continue to argue the case for sustainable public funding for core services for survivors, there is currently no guarantee of continuing public support for NAPAC's activities.

We recognise, therefore, that we need to diversify our sources of income. Fundraising has to be viewed as a key strategic objective for NAPAC, one that is shared by the whole Board and every member of staff – not the responsibility of an individual.

We will therefore work towards the development of a comprehensive and tactical income generation strategy, whose elements will include:

- the development of a strong and consistent case of how NAPAC makes an impact and what funding contributions will help us achieve, together with the alignment of the whole organisation – Board, staff, volunteers – around that case
- the development of compelling plans for enhancements in our services, which promise a step change in the level of support for survivors, and which can be worked into bids for funding
- the exploration of new sources of funding, in particular for support groups – for example, local and regional authorities, local health and social care providers, CCGs and locally-based trusts
- maximising the potential of our champions in the UK and overseas – influential friends who are willing to speak up for survivors and recommend NAPAC's work
- a focus on building more sustainability and self-reliance into the funding base, in particular through the further development of our training and consultancy services as revenue-driving activities

A photograph of a man and a dog sitting in a field of tall grass at sunset. The man is wearing a dark t-shirt and is hugging the dog from behind. The dog is sitting and looking towards the left. The background is a bright, hazy sunset with trees and a building visible in the distance. The overall mood is peaceful and warm.

napac

The National Association for
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napac.org.uk

Support line 0808 801 0331
(free from mobiles or landlines)

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