



The National Association for
People Abused in Childhood

Strategic plan 2018-23
Updated Autumn 2020

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 over 45,000 adults to come to terms with what happened to them. We support people 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 first strategic plan was published in 2014, NAPAC has grown and developed in response to the massive increase in demand for our support. We have delivered an ever-improving 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 still further – 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 three 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.

Over 45,000 survivors across the UK have received our help since we were established in 1998. 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. Our telephone support line took 8,621 calls in 2019-2020, an increase of 17% from 2018-2019 (7,020 calls taken) and 43% from 2017-2018 (6,000).

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
- 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.

The numbers also tell us there is still a huge unmet demand for our support line. In 2019-2020 we received more calls (69,950 attempts) from more numbers (6,940 separate numbers identified) and more emails (over 1,500).

Our **ambition** over the next three years is bold – we want to focus on continuous improvement and progressive enhancement in the effectiveness and resilience of our front-line services. This is so our services can meet the complex needs of a growing number of survivors and those who help them.

With the new Home Office funding for 2020-2022, we have already begun that process, alongside other improvements in our core services. We will:

- aim to deliver approximately 10,000 quality interactions per year through our telephone support line (circa 8,500 calls answered) and our support email service (circa 1,500 emails responded to)
- focus much of the new support line staff resource to answering emails from survivors, allowing us to offer and advertise this as a regular core service rather than only when resources allow
- 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

A photograph of a group of people sitting in a circle, engaged in a group activity. The focus is on the hands in the foreground, which are gesturing and interacting. The background shows the upper bodies of several people, including a woman with long blonde hair wearing a striped shirt. The overall atmosphere is collaborative and supportive.

We support in groups

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 better equipped to cope. This model contrasts sharply with current NHS practice, which tends to focus on symptoms and maladaptive behaviours.

NAPAC has delivered over 30 support groups in places as diverse as London, Cheshire, Manchester, Lancashire, Belfast, Oxfordshire, Buckinghamshire, Watford, Birmingham, Cardiff, Warrington, Bradford, Nottingham and Nuneaton.

Each support group costs NAPAC nearly £10,000 in total, but participants are offered a place for free. That's thanks to the external funding from sources including the Home Office and charitable trusts.

Our support group programme is truly unique, addressing in a depth unknown elsewhere the trauma of childhood abuse and allowing survivors to start to rebuild their lives. We receive dozens of enquiries for every available support group place, and want to expand the service to meet more of the demand.

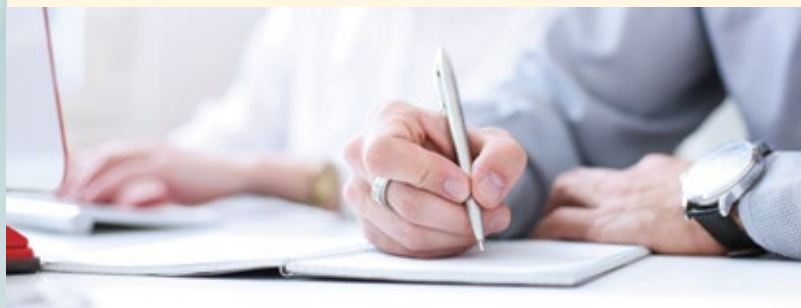
Our ambition is to increase the number and delivery modes of support groups around the UK, so that far more of those who most need our help are able to access them.

Our priority is therefore to retain the integrity of the NAPAC support group model whilst reviewing and diversifying our offer. To support this aim, we will:

- develop new and innovative models of delivering group support, potentially utilising new technologies
- 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
- 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.

NAPAC's training is based on trauma-informed practice, which serves to raise awareness about the wide impact of trauma and prevent re-traumatisation of survivors in settings that are meant to be supportive and empowering.

Working with traumatised clients can take a toll physically, mentally and emotionally on professionals – this is not 'burnout' but vicarious trauma, which can be debilitating if not recognised or treated. Our training helps organisations and staff to become trauma-informed by sharing best practice across a range of sectors with which survivors interact, including health and social care.

NAPAC's training is accredited by the Royal Society for Public Health, the Royal College of Nursing, and the British Psychological Society. It is continually updated to include new learning from our services and clinical and academic developments in trauma-informed practice. In 2019-2020 our face-to-face training gained an average of 4.7 out of a 5 in marks given by participants. The qualitative feedback cited improvements to their resilience and management of vicarious trauma.

Year on year, we have increased the numbers of professionals we train who engage with adult survivors of abuse. In 2019 alone we trained 497 people, which was an increase of 26% from the previous year.

Organisations, groups and individuals who have benefitted from training include NHS IAPT services, NHS Foundation Trusts, the National Probation Service, Victim Support, police forces, GPs, social service providers (local authority, private and third sector), housing officers, religious or educational institutions, and therapists.

Our ambition for the training service is to:

- develop and market further our training offer – as a priority we need to respond to the challenges posed by COVID-19, but we aim to take advantage of this to develop new approaches, including more online delivery of training, so we can maintain growth in numbers trained and income generated in support of our core services
- 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
- increase surpluses from training, to support further organisational development and growth and contribute towards NAPAC's free support services for survivors

We share our
knowledge and
expertise

The background of the page is a dark, blurred image. In the center, there is a bright, out-of-focus light source that creates a warm, golden glow. This light source appears to be a hand with the index finger pointing upwards, surrounded by soft, circular bokeh lights. The overall effect is one of focus and direction, symbolizing the sharing of 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.

Our information services for survivors and those who help them are hugely valued. Available in print and online, these resources offer advice, support and signposting where appropriate. The NAPAC website is an increasingly popular resource with 162,198 sessions in 2019-2020 (up 36% from 119,091 in 2018-2019).

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:

- Share the evidence for why tackling the health and social costs of childhood abuse on adult survivors is important
- Interrogate support line usage and performance data in more depth, to understand better what constitutes success and what performance measures are most appropriate
- evaluate support group outcomes more rigorously, developing new qualitative and quantitative measures, and tracking longer-term impacts through the planned follow-up sessions



We raise awareness

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 the Chief Executive 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

Fundraising

The background of the page is a dark blue gradient. It is filled with numerous vertical lines of varying heights and colors, including yellow, orange, red, pink, and light blue. These lines are interspersed with out-of-focus circular light spots (bokeh) in similar colors, creating a vibrant, abstract, and celebratory visual effect.

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 largely to public money - first via the Big Lottery Fund, and more recently through Home Office grant programmes.

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. Recent investment has created an internal NAPAC fundraising manager post. This expertise and focus will enable 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 – 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 man with short hair, wearing a dark t-shirt and light-colored trousers, is sitting in a field of tall grass. He is facing away from the camera, looking towards the horizon. A light-colored dog is sitting next to him, also looking towards the horizon. The background is a bright sunset with a large, glowing sun and many bokeh light spots from trees and foliage. The overall mood is peaceful and contemplative.

napac

The National Association for
People Abused in Childhood

napac.org.uk

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

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