



napac

The National Association for
People Abused in Childhood

Strategic Plan

2023 to 2028



Supporting recovery
from childhood abuse

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Who we are

NAPAC is unique as we support people who have experienced any kind of childhood abuse – including physical, sexual, emotional, narcissistic, ritualistic and neglect. Since our establishment in 1998, NAPAC has supported more than 60,000 adults in coming to terms with what happened to them.

The Office of National Statistics (2020) confirmed there are at least 8.5 million adults in England and Wales who experienced and survived childhood abuse. That equates to one in five people, many of whom still feel isolated and struggle with the impact of that abuse. These numbers represent those who have been able to disclose, there are a lot more who have not had the opportunity or the ability to speak out about what happened to them.

We are here to support them.

Our work is interconnected: we support adult survivors, we train professionals who engage with survivors, we ensure survivors are included as part of national strategies and the safeguarding work of government and other sectors, and we raise awareness and challenge societal misconceptions about the impact of childhood abuse.

The direct support service we offer is always evolving: we use survivor feedback to improve this service, develop our training programmes and ensure that we are putting survivor voices at the heart of our advocacy.

The more resources we have, the more people we can reach. NAPAC's work supports individuals and aims to reassure survivors that they will be believed and that there are people who will listen.

Media reporting in recent years has helped to increase public awareness of the issue of child abuse. However, what is sometimes overlooked is that the impacts of childhood abuse continue into adulthood, often affecting physical and emotional wellbeing.

NAPAC supports people in understanding how the abuse has affected them in adulthood, and in learning how to lead more fulfilling lives. We also support organisations working with adult survivors to embed an effective trauma-informed approach through training and consultancy, ensuring that our reach goes far beyond our direct support services.

Since our first strategic plan was published in 2014, NAPAC has grown and developed in response to the massive increase in demand for our services. We have delivered an ever-improving telephone support line and email service for abuse survivors, established effective support groups, delivered



diversified training, conducted extensive research, and successfully centred the national conversation around abuse survivors through high-profile advocacy and information sharing.

We prioritise collaboration and have established strong and meaningful partnerships with a wide range of leading organisations. This has driven demonstrable change in operational practice and legislation, upon which we plan to build over the coming years.

We are proud of our journey, and our growth as an organisation, and we see further for us to go. We want to reach more survivors, embed our learning and training in more organisations, and share our findings more widely. We want to change societal attitudes towards all forms of child abuse, and normalise seeking support. We also want to prevent child abuse from happening in the first place.

We are the standard-setter in the support sector, becoming a trusted UK leader in this area over the past five years. We plan to consolidate and build on this reputation over the coming five years covered by this strategic plan. NAPAC will aim to be the UK's go-to organisation, working as a strategic partner across

government departments and other sectors including health, education and wellbeing. Furthermore we have ambitions to share our learning and expertise globally; NAPAC's model works and the more people can benefit from it, the better.

Times have been difficult. The current cost of living crisis is affecting survivors and our own operations. We are as a society still recovering from the impact of the pandemic. But as an organisation we also need to continue to extend the scope of our work to ensure that survivors can access the support they need, when they need it.

As NAPAC looks forward to the next five years, we want to make an international impact, applying our significant experience working with survivors and our effective collaborative approach to becoming a world leader in our field. We will take our work onto the global stage, offering training, support and a trauma-informed approach to those working with survivors in countries across the world.

Our vision, mission and values

Vision

Our vision is of a world where no child experiences abuse. Until then, we envision a society in which everyone impacted by childhood abuse can access the support they need, when they need it.



Mission

In bringing about our vision, we:

- provide effective, survivor-led, evidence-based and accessible direct support services to survivors and those who support them.
- work collaboratively to share our learning, train professionals, embed direct support services and drive structural improvements so that more survivors are supported effectively towards recovery.
- challenge and support change to society's perceptions of child abuse and work to prevent child abuse from happening.
- will become a world-leader on empowering survivors, sharing our knowledge and expertise to improve and increase support for survivors everywhere.



Values

We empower – we listen, support and enable survivors to take the next steps on their journey.

We support – we enable our team and others to better support survivors on their journey through investing in up to date and evidence-based training.

We collaborate – we work with others to raise standards and widen reach to support survivors.

We are tenacious – we support and are a voice for survivors, and we do not give up.

We are world leading – we set a global standard for supporting survivors and training others to do so to the highest quality.

Principles underlying our values

- We listen, support and **empower** survivors to take the next steps towards recovery, recognising that every journey is unique, and ensuring that it is the survivor who is in control.
- We invest in our team to provide the best trauma-informed **support**, deliver evidence-based training, and ensure that we are always learning and developing.
- We take our knowledge and learning to the wider world, working **collaboratively** with partners and stakeholders to widen our impact, deliver effective training, improve support for survivors, and lobby for change.
- We are **tenacious** in our commitment and tireless in delivering, expanding, and developing our work. We are constantly learning and adapting our services to provide the best possible support to survivors and state of the art training to those engaging with them. We never give up on this work.
- We are **world leading** in our field. We represent a global standard and use our influence to improve services and awareness, raise visibility of issues, change societal attitudes, and work to prevent child abuse. We enable support without boundaries.

We listen in confidence

NAPAC continues to provide the only free national telephone support line that offers specialist, confidential support to adult survivors of any gender or ethnicity who have suffered any type of childhood abuse.

Over 95% of our callers say they feel better after speaking to NAPAC

More than 60,000 survivors across the UK have received our support since we were established in 1998. Demand continues to increase, and we provide approximately 10,000 calls and emails each year to support survivors. These interactions range from short signposting calls to more intense supportive listening and advice, right through to severe crisis interventions across several hours.

We have effectively integrated all our functions over the past few years and are proud of our holistic, collaborative approach, which informs and helps develop our services and training. As we expand our reach, we will continue our journey to further integrate our learning, services and training.

We have carefully designed processes and systems in place to handle the unpredictability of our callers' situations. We have worked hard to provide caring and effective support to our staff and volunteers in delivering their vital role and will continue to prioritise their skills and wellbeing alongside the standards of service we maintain.





Our feedback reflects that more than 90% of our callers feel less isolated and distressed after calling us. But we also know there is still a huge unmet demand for our support line. Feedback helps shape and improve our services and when appropriate, we ask our callers how they are feeling at the end their call. In the last three years, over 95% have said they felt better after speaking to us.

During our last strategic planning period, we set ambitious targets for our support service which we mostly met or exceeded despite the impact of the pandemic and the cost-of-living crisis.

As we move forward, we will continue to deepen our service, ensuring it is accessible to all and as easy as possible for survivors to interact with.

Across the next period, we will:

- Aim to continue delivering approximately 10,000 quality interactions per year, whether through telephone, email or instant messenger/chat.
- Introduce an instant chat service, expanding our reach to those who increasingly prefer this mode of communication.
- Invest in our staff and volunteer support even further, ensuring we remain trauma-informed sector leaders in staff excellence and wellbeing, providing them with good training, effective processes and systems, and a culture that supports their resilience so that they can most effectively support others.
- Improve access for a wider range of survivors, including, for example, increased translation of our services, different techniques for people with a range of disabilities, services that target different age groups and improved LGBTQ+ resources.
- Reach out internationally to share our knowledge, learning and experience with countries that do not offer our services, to support them in establishing effective direct services for adult survivors.



We support in groups

NAPAC'S support group programme provides intensive therapeutic psycho-education for small groups of survivors over three to four months.

These support groups use NAPAC's trauma recovery model that empowers participants to regain control of their lives. This improves their wellbeing and functioning as they feel better equipped to cope. This model contrasts sharply with current NHS practice, which tends to focus on symptoms and maladaptive behaviours.

We have delivered support groups across the UK, in person and latterly online, transforming the lives of more than 250 survivors. We have ambitious plans to significantly widen access to support groups over the coming strategic planning period, subject to funding.

Our support group programme is unique, addressing in unparalleled depth 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 this demand.

Despite the demand for, and effectiveness of, our support groups, we were unable to expand our support groups as far as intended in the last strategic planning period as funding has proved difficult to secure. We continue with our ambition to increase the number and delivery modes of support groups around the UK, so that far more of those who most need these groups are able to access them. We will be seeking funding and investigating other income generation avenues to expand this high impact and effective model further.

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

- Continue to use both online and in-person techniques to deliver group support.
- Seek partnerships with organisations with premises and the potential to support new 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.
- Continue our efforts to further expand the availability of support groups by exploring franchising the model to other not for-profit organisations.
- Seek international sources of funding to expand our support group model worldwide.

We train others to give support

We provide specialised external training and consultancy to people who may engage with adult survivors of childhood abuse in a wide range of professional settings.

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NAPAC's training is based on trauma-informed practice, which serves to raise awareness of the wide impact of trauma and prevent re-traumatisation of survivors in settings that are intended to be supportive and empowering. Our training is informed and updated not only by academic and clinical progress but also, importantly, by the direct support services we deliver to survivors – making our training unique in the market.

We have a sector-leading understanding of trauma-informed approaches and have built strong relationships with our partners whom we have supported to embed a trauma-informed approach meaningfully in their own organisations. This significantly widens our impact, by enabling us to reach more survivors through many different avenues by training the people with whom they will naturally come into contact.

Over the coming strategic period, we want to take this work further. We plan to ensure every staff member, volunteer and trustee at NAPAC have themselves undergone our trauma-informed training so that this work is embedded deeply within our own organisation. We also want to significantly increase the number of organisations and individuals we train who engage with adult survivors of abuse, and to introduce a broader range of training options for clients of all types and all needs. In doing so, we will always be guided

by our aim to have the greatest possible positive impact on survivors' experiences. We are skilled in helping our training clients to understand and manage the vicarious trauma which is a natural consequence of working with traumatised people. Just as we invest in supporting our own staff in managing these challenges, we also enable organisations through both training and consultancy to become trauma-informed across a range of sectors.

NAPAC's training has previously been accredited by the Royal Society for Public Health, the Royal College of Nursing and the British Psychological Society and, over the coming years, we are looking at expanding these accreditations and also establishing our own accredited standard or kite mark.



A blend of theory, personal experience, and practical examples



As a counsellor in training it was so useful to receive professional support from such a wonderful organisation. It really equips new therapists like myself to be good therapists for our survivor clients - Claire Alison, TISS day training

I enjoyed the NAPAC input particularly in relation to being trauma informed and found the trainer to be relatable and engaging - The Hydrant Programme

Very informative and explained the issues covered in the training with a blend of theory, personal experience, and practical examples - Leigh Day law firm solicitor

In the past, we have worked with a wide range of partners, including the NHS, National Probation Service, police forces, victim support, GPs, social service providers, housing officers, religious and educational institutions and therapists. Over the next five years, we aim to enrich these partnerships and widen our delivery to reach even more people.

Our ambition for the training service is to:

- Develop and further market our training offer to create a sustainable, impactful and profitable training model.
- Offer a wider range of platforms and courses to meet the needs of different clients who work with survivors in varied settings.
- Develop options for delivering training (whether online, face-to-face or a combination of the two) in languages other than English, targeted at need.
- Develop our own kite mark or accreditation for our training that is recognised as the expected standard for anyone working with adult survivors of child abuse.
- Significantly expand our training partnerships with both existing and new groups of clients in any sector that is likely to engage with adult survivors.
- Scope and begin work towards delivering training on the international stage, cementing our reputation as both a UK and world leader in the sector.

We share our knowledge and expertise

NAPAC is unique because our services are designed in direct response to the feedback we receive from adult survivors of childhood abuse, and our expertise is gained from supporting them for more than 25 years. We have been survivor-led since the start, and we have members of our team who are disclosed survivors with lived experience themselves.

We are proud of our unique insight, linking to the latest research from across the sector. Our practice is at the cutting edge of survivor support. It evolves constantly based on the live feedback we receive from survivors interacting with our support service.

We know what works and we want to share that widely so that others can benefit from our knowledge. We want to embed the very best practices across all organisations that engage with adult survivors. We gather anonymised information from our calls, from the people who participate in our support groups, from our own experience working with survivors in a range of contexts, and from current research and published data.

We provide information services in print and online offering advice, support and signposting where possible. Our website is a much-needed resource, with 196,763 sessions in 2022 - a 6.2% increase on the previous year (185,328).

Our most exciting aspiration for the next five years however is NAPAC becoming a fully trauma-informed organisation. This means that all components of the system have been reconsidered and evaluated in the light of a profound understanding of the role that violence and trauma play in the lives of people seeking support services.

Moreover, a trauma-informed organisational environment can support and sustain trauma-specific services as they develop. This recognises that trauma results in multiple vulnerabilities and affects many aspects of a survivor's life over the lifespan. As a result, the organisation is knowledgeable and able to recognise and respond effectively to adults traumatically impacted by a range of overwhelming adverse experiences.

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

- **Drive** forward our trauma-informed expertise in a way that results in NAPAC becoming the accreditor and 'industry standard' for trauma informed practice, including the launch of our own kite-mark/badge.
- **Expand** the reach of our information and resources, including by translating resources effectively into different languages and developing resources that better meet the needs of people with a range of disabilities.
- **Utilise** more broadly the data we collect, analysing it and sharing it widely to better impact on what is known to work with adult survivors.
- **Inform** child protection and safeguarding both in the UK and globally.
- **Provide** new insights in managing and mitigating vicarious trauma.

We raise awareness

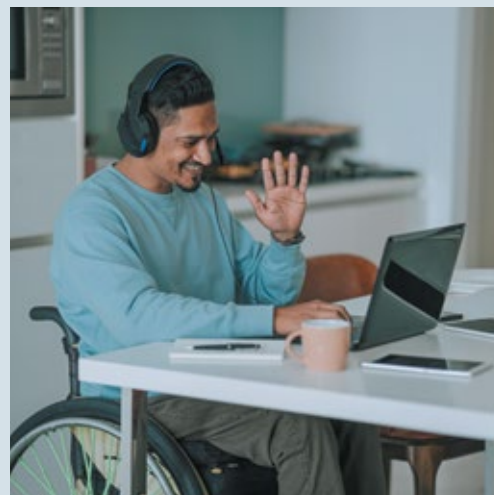
Societal attitudes towards adult survivors need to change. We aim to transform societal understanding of the impact of child abuse, normalising talking about the resulting trauma and embedding a trauma informed approach everywhere there are adult survivors.

We are already recognised as the expert in the field and have strong and productive relationships with a broad range of government and non-governmental agencies. We want to push this further to become the world leader on this topic, sharing our expert knowledge and understanding of adult survivors collaboratively with partners and like-minded organisations throughout the UK and globally.

We want to help others know what they need to do to support adult survivors, and we want society as a whole to be well-informed.

NAPAC also works with national, local and social media and regularly represents the range of survivors' experiences to the press. We plan to expand and increase our media engagement over this period.

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:

- establish an annual awareness day to promote visibility of the NAPAC brand and encourage open conversation around the impacts of childhood abuse.
- ensure the multiplicity and diversity of survivor voices are heard by policymakers and service providers, our campaigns and our strong partnerships across the sector, including by establishing a survivors' assembly to respond to new policies impacting adult survivors.
- build on and expand our strong relationships with key new partners to raise awareness and change practice.
- significantly widen organisational and societal understanding of the need for a trauma informed approach, challenging and changing the narrative about child abuse.
- build and expand our avenues of communication throughout all relevant forms of social, print and digital media.
- identify, encourage and support high profile and influential champions for NAPAC's key messages.
- engage more at a public policy level, working with ministers, MPs and other decision-makers to feed our expertise into their decision-making.
- build our presence and voice on the global stage, raising awareness and supporting service development internationally.



Fundraising

The current climate for charity fundraising is extremely challenging.

For NAPAC, the ability to generate income is further undermined by societal misunderstanding of adult survivors. Childhood abuse is a difficult subject for many people to think about or even acknowledge, and the scale and scope of the trauma suffered by today's adult victims and survivors is regularly underestimated. However, NAPAC has built strong and productive relationships with donors, grant funders and government funders including the Home Office, which has enabled significant expansion of our work.

Income generation will continue to be a major focus for us over this planning period, as we will need to be more inventive and effective in our efforts to reach more audiences to deliver our ambitious targets.

The go-to organisation for embedding a trauma-informed approach

We will continue to update and develop our tactical income generation strategy, and our ambitions for this period include:

- Significant expansion of training and consultancy as a source of income generation and self-sustainability, establishing NAPAC as the go-to organisation for embedding a trauma-informed approach for anyone working with adult survivors.
- Developing new and innovative funding models, including for the provision of support groups, that will both reach more survivors and fund more services.
- Establishing collaborative and mutually beneficial partnerships to increase impact and income.
- Widening the diversity of our fundraising activities to secure new streams of funding to further expand our work and increase our sustainability.



napac

The National Association for
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napac.org.uk

Support line 0808 801 0331

free from mobiles or landlines

Charity No 1069802

Company No 3565696

