

**LUCY  
FAITHFULL  
FOUNDATION**



# **Our strategy**

## **2025-2030**

Protecting children.  
Preventing child sexual abuse.

# Our purpose

**Our vision** is a world where children live free from the threat of sexual abuse.

**Our mission** is to prevent child sexual abuse by intervening with people at risk of causing harm and enabling everyone to create a safer world for children.

**Since 1992, Lucy Faithfull Foundation (LFF) has worked to prevent child sexual abuse and exploitation. We are needed because too many children grow up experiencing some form of sexual abuse – data suggests one in ten children are abused before the age of 16<sup>1</sup>.**

We are also needed because the response of governments, statutory agencies and the public is, and always has been, inadequate.

We protect children by working with people who pose a risk and preventing them from causing harm, both adult men and women, and children and young people themselves.

We support individuals and families who have been affected by abuse. And we help professionals who work with families to create safer environments for children, through conducting risk assessments and interventions, and delivering training and consultancy.

We use data and insight, alongside decades of experience, to develop innovative strategies and interventions to make the prevention of harm a reality. And we advocate for more to be done to prevent abuse in the first place, through demonstrating what prevention looks like in practice.

We do everything we can to protect children and prevent child sexual abuse.

## Our strategy 2025-2030

# Where we are now and why we need to do more

Over the last 30 years, we have come a long way and have achieved a great deal. We are unapologetically proud of our work with people who might cause harm. We have an excellent track record of using our understanding of the behaviour of people who abuse to develop and deliver innovative services that keep children safe.

Our holistic approach to prevention is unique. We are well-respected, a sought-after research partner and we bring a specific expertise to the table. No other organisation does what we do, in the way we do it.

Through our 2020-2025 strategy to focus on building our reach, and developing our research and advocacy capacity, we helped more people, increased our research output and supported key policy developments nationally and internationally.

### But we must do more.

- One in ten children experience some form of sexual abuse before the age of 16<sup>2</sup>.
- This breaks down to 15% of girls and 5% of boys<sup>3</sup>.
- Only 1 in 8 victims of child sexual abuse are estimated to come to the attention of authorities.<sup>4</sup>

A criminal justice response that relies on discovery or disclosure, law enforcement action and punishment is necessary, but nowhere near enough. It also only reacts after abuse has taken place and a child has been harmed. Leaving it to the criminal justice system to arrest and prosecute everyone who causes harm is never going to be sufficient nor, indeed, possible.

This is why we must all work harder to prevent harm from happening in the first place, while also enhancing the criminal justice response.

And it's why this strategic plan contains more on the changes we wish to see in the world, and how we will go about achieving them.

It outlines how we will build on the success of our previous strategic pillars of reach, research and advocacy – and how we intend to evolve and embed these themes into our work as guiding principles that underpin everything we do.

## How we created our strategy

This 2025-2030 strategy was developed using insights from across the charity and beyond. The views of board members, staff and stakeholders were sought and listened to.

The latest research has been considered, and we have drawn on our own experience of what we know works to protect children, as well as what still needs to be done.

We have considered our strengths and weaknesses as a charity and thought about what we need to focus on to ensure we remain the ambitious and innovative charity we always have been.

Creating this strategy has been truly collaborative, and we will continue to work with others in its delivery.

<sup>1</sup> "The scale and nature of child sexual abuse: Review of evidence", Kairika Karsna and Liz Kelly  
[www.csacentre.org.uk/research-resources/research-evidence/scale-nature-of-abuse/the-scale-and-nature-of-child-sexual-abuse/](http://www.csacentre.org.uk/research-resources/research-evidence/scale-nature-of-abuse/the-scale-and-nature-of-child-sexual-abuse/)

<sup>2</sup> "The scale and nature of child sexual abuse: Review of evidence", Kairika Karsna and Liz Kelly  
[www.csacentre.org.uk/research-resources/research-evidence/scale-nature-of-abuse/the-scale-and-nature-of-child-sexual-abuse/](http://www.csacentre.org.uk/research-resources/research-evidence/scale-nature-of-abuse/the-scale-and-nature-of-child-sexual-abuse/)

<sup>3</sup> *ibid*

<sup>4</sup> Children's Commissioner for England, 2015

# The big picture: our vision for the future

Preventing child sexual abuse is complex. It requires a multi-faceted response from a multitude of players including governments, policy makers, statutory agencies, frontline professionals, tech companies, organisations that work with children and families, parents, carers and the wider family network, communities, charities, society and the general public.

In developing our vision for the future, we considered all these players and developed a theory of change that describes the big-picture changes we want to see happen. Based on evidence and experience, our theory of change outlines five key strategic aims and will help guide our decision-making over the next five years.

## Our strategic aims

1

### To enable those at risk of harming children, their families, and those close to them, to take decisive actions that stop abuse before it starts

#### The changes we want to see:

- More people at risk of abusing get help to desist before harm occurs.
- Families of children at risk are more able to create safe home environments.
- Children and young people who have displayed harmful sexual behaviour are better supported to not cause harm again and have a positive, safe future.

2

### To enhance the ability of people and organisations with child protection responsibilities to prevent and respond to child sexual abuse

#### The changes we want to see:

- A wider range of professionals engaged in preventing child sexual abuse.
- Greater collaboration and a more consistent focus on child sexual abuse prevention across frontline practice.
- Professionals better able to put the safety of children and needs of families at the centre of decision-making and actions.

3

### To drive improvements in national and international responses to the threat of child sexual abuse

#### The changes we want to see:

- Greater investment in primary and secondary prevention and more effective interventions and services being developed and implemented.
- Improved national policy and legislation which prioritises children's safety.
- Greater adoption of online deterrence messaging by those in a position to intervene including big tech, social media and gaming platforms.

4

### To inspire and equip the public to play their part in protecting children from sexual abuse

#### The changes we want to see:

- A greater understanding that child sexual abuse is preventable and how each of us can play our part in creating safe spaces for children.
- Parents and carers have better access to more resources which help keep children safe.
- A more constructive public dialogue that focusses on the abhorrence of child sexual abuse while recognising the necessity of working with those who pose a risk to prevent harm.

5

### To maximise the use of research into the perpetration and prevention of child sexual abuse to increase the safety of children

#### The changes we want to see:

- Improved collaboration among researchers and clinical experts to answer what we do not know.
- Improved understanding and adoption of the public health approach to child sexual abuse prevention.
- Improved understanding of the extent and complexity of child sexual abuse and what works to keep children safe.

# What we will do in the next five years: our key objectives

We've identified five key objectives that will help us deliver on our strategic aims. Each contributes something different to our ability to prevent sexual abuse, but they are connected, and when applied together will have a powerful impact on our ability to deliver the change we want to make.

## Practice

**We will run and develop inclusive, innovative and flexible clinical services grounded in evidence, responsive to our beneficiaries and those with lived experience, and we will reach more people in more ways.**

**Success will look like:**

- We will have increased the number and diversity of people we reach each year, commensurate with funding available
- We will have developed a wider range of effective therapeutic interventions covering a range of risks, settings, typologies, and pathways in response to the changing nature of abuse and the external context – both for adults and young people who pose a sexual risk to children, and those around them
- We will have embedded the voice of children in our clinical delivery and developed our approach to integrated family work
- The voices of people we support will be influencing everything we do, adding power and depth to our work

## Places

**We will focus on making places safer for children and young people wherever they are.**

**Success will look like:**

- We will have developed interventions that support families and increase safety within the home
- We will be working with a broader range of organisations that connect with children, young people and families to ensure they operate safe spaces for children and young people
- Schools will be safer due to our support to address and prevent harmful sexual behaviour
- There will be a greater adoption of online deterrence messaging by those in a position to intervene, making the internet a safer place



## Partnerships

**We will build broader partnerships, collaborate with more people and organisations and harness the power of strength in numbers to develop and deliver prevention.**

**Success will look like:**

- We will have established new clinician-led collaborations with statutory and voluntary sector organisations, including health and education
- We will be working closely with fellow sector experts to work collaboratively on driving a greater universal understanding that child sexual abuse is preventable
- We will have strengthened our partnerships with academic institutions to further develop our research and evaluation capability
- We will have champions in parliaments and public influencers amplifying our voice and supporting the need for a constructive conversation about child sexual abuse and its prevention

## People

**We will ensure we attract a diverse group of people into the LFF family and create an organisational culture where everyone can grow and thrive, driven by the shared passion to keep children safe.**

**Success will look like:**

- We will have increased the number of people from diverse backgrounds, in our staff teams and on our trustee board
- We will have a people plan that embeds learning and development with clearly defined career pathways for all staff to thrive in their role
- We will have robust processes in place to equip staff to deliver consistent quality outcomes, to increase efficiency and productivity
- Staff will be reporting high levels of engagement, achievement, motivation and overall employee wellbeing

## Performance

**We will embed excellence, efficiency and sustainability across the charity.**

**Success will look like:**

- We will have developed our funding model by diversifying revenue and fundraising streams, ensuring sustainability, and strengthening our ability to develop services through the implementation of a new income generation strategy
- Our systems and processes will make us more efficient and a new technology strategy will support innovation in service development and stakeholder engagement
- We will be making best use of our data, from impact reporting to operational information, through the successful implementation of an evaluation framework and data management plan
- We will have conducted a governance review to ensure our governance structures are fit for an organisation our size

# How we will do it: our guiding principles and values

Everything we do will be underpinned by our commitment to three guiding principles, which stem from the success of our previous strategic pillars of reach, research and advocacy. Over the next five years, we will evolve and embed these themes so that they form solid foundations underpinning all our work.

## Here's what we'll do.

Optimise the use of our clinical expertise and learn from the people we help

Be informed and work in line with the latest research, evaluation and best practice

Weave advocacy and influencing through all our work

### What this means

Our clinical work is fundamental to our mission to prevent child sexual abuse.

We will ensure that practice-based insights support all of our activities - from driving the development of innovative services and pioneering interventions to communicating with the public.

Grounding our work in evidence is essential in ensuring we are delivering effective services and working to the best of our ability.

In all that we do, we will consider our own data and insights, as well as those from external sources.

Advocating for a greater focus on preventing abuse before it happens and improving the response to child sexual abuse is not confined to the halls of parliaments.

We will advocate and influence national policy and frontline practice through all aspects of our work.

# Our values

These guide our work and keep us focused on how to achieve the best possible outcomes for children.

## Integrity

**We are ethical, open and honest.** We follow through on our words and act with professionalism.

## Collaboration

**We are stronger and achieve more when we work together** - with each other, with our beneficiaries and with our partners.

## Innovation

**We apply practice-based insights and ongoing evaluation** to develop pioneering services and innovative interventions.

## Ambition

**We aim to be the best we can be**, strive for excellence in everything that we do, and encourage colleagues and beneficiaries alike to reach their full potential.

## Hope

**Child sexual abuse is preventable, not inevitable.** So, we have hope that inspires action.

# How it all fits together

## Our strategic aims

**To enable** those at risk of harming children, their families, and those close to them, to take decisive actions that stop abuse before it starts.

**To enhance** the ability of people and organisations with child protection responsibilities to prevent and respond to child sexual abuse.

**To drive** improvements in national and international responses to the threat of child sexual abuse.

**To inspire** and equip the public to play their part in protecting children from sexual abuse.

**To maximise** the use of research into the perpetration and prevention of child sexual abuse to increase the safety of children.

## Our key objectives

### Practice

We will run and develop inclusive, innovative and flexible clinical services grounded in evidence, responsive to our beneficiaries and those with lived experience, and we will reach more people in more ways.

#### Our success measures:

- A year-on-year increase in the number and diversity of people we reach each year across our services
- A wider range of effective therapeutic interventions and an expanded psychology offer
- New services for children and young people who have displayed harmful sexual behaviour

### Places

We will focus on making places safer for children and young people wherever they are.

#### Our success measures:

- New interventions rolled out to support families and increase safety within the home
- Our harmful sexual behaviour prevention work embedded in schools across England, Scotland and Wales
- Widespread adoption of deterrence messaging by big tech, social media and gaming platforms

### Partnerships

We will build broader partnerships, collaborate with more people and organisations and harness the power of strength in numbers to develop and deliver prevention.

#### Our success measures:

- Clinician-led collaborations with the health and education sector
- More partnerships with academic institutions driving a greater understanding that child sexual abuse is preventable
- Champions in parliaments and public influencers supporting a more constructive conversation about child sexual abuse and its prevention

### People

We will ensure we attract a diverse group of people and create an organisational culture where everyone can grow and thrive, driven by the shared passion to keep children safe.

#### Our success measures:

- An increase in the number of people from diverse backgrounds across our staff teams and on our trustee board
- Improved workforce recruitment, onboarding and engagement with staff reporting high levels of motivation and wellbeing
- Robust processes, supporting staff to deliver quality outcomes

### Performance

We will embed excellence, efficiency and sustainability across the charity.

#### Our success measures:

- An income generation strategy driving year-on-year increases, supporting sustainability and our ability to deliver and develop services
- A new data management framework and enhanced data collection and reporting processes
- A technology strategy driving innovation in service development

## Our guiding principles

**1** We will optimise the use of our clinical expertise and learn from the people we help

**2** We will be informed and work in line with the latest research, evaluation and best practice

**3** We will weave advocacy and influencing through all our work

## Our values

**Integrity**

**Collaboration**

**Innovation**

**Ambition**

**Hope**

## Our supporting plans

This strategy lays out our areas of focus for the next five years. To ensure success, we will develop an annual business plan and individual service delivery plans, informed by our annual planning cycle. These plans will drive the practical actions needed to support us in meeting our key objectives. And they will be supported by a range of enabling strategies, plans and frameworks.

- Prevention framework strategy
- Research and evaluation framework
- Advocacy and communications strategy
- People plan
- Equality, diversity and inclusion plan
- Income generation strategy
- Technology and data strategy

## Understanding progress

The board of trustees will receive regular reports on the progress we are making and importantly, the impact we are having on those who use our services and our staff. We will review our strategy each year to ensure that it remains up to date and responds to any internal or external changes. Throughout the years, our website will feature updates and key achievements, making sure that our supporters, partners, funders and other interested parties can follow our progress, and be inspired by our work.

## Generating income

### Sustainability and diversification

We operate a mixed income model to reduce reliance on any single funding source. While our recent growth has been driven by securing both restricted and unrestricted funding, achieving our 2025-2030 strategy will require further diversification of income streams, particularly in a challenging fundraising climate.

Our current funding approach has provided resilience, but we recognise the limitations of short-term grants and the vulnerability of certain revenue streams, such as professional services linked to local government budgets.

Fundraising for child sexual prevention presents unique challenges due to public perception and donor hesitations. However, our approach will be brave, bold, unapologetic, and evidence-driven, focused on achievement, impact and outcomes in preventing child sexual abuse and protecting future generations.

Over the next five years, we will broaden our fundraising base by strengthening engagement with ethical brands, corporate partners, and major donors, while expanding individual and legacy giving.

To strengthen donor engagement, we will develop clearer calls to action, supported by impact measurement and compelling storytelling. By showcasing our evidence-based impact we will inspire action, build stronger supporter relationships, and reinforce the urgency of our mission.

### Leveraging our strengths

To drive long-term impact, we will embed a culture of fundraising across the organisation and focus on strategic fundraising and commercial partnerships.

Our expertise in training, consultancy, research, and advocacy positions us as a leader in child sexual abuse prevention, and we will aim to leverage this expertise to create new sustainable revenue streams.

We will also explore investment and innovation opportunities with industries committed to safeguarding communities, ensuring alignment with our mission while addressing the sensitivities of our work.



# How everyone can get involved

We cannot achieve all we want to alone, and we rely on the kindness and generosity of people to support our work. As we move into this next phase, we will need your help more than ever.

## Donate

Every child deserves a safe future. Your regular donation helps us prevent child sexual abuse and protect those at risk. Give today and be part of the solution.

## Fundraise

Turn your passion into impact! Whether it's a challenge, an event, or a personal initiative, your fundraising will help us to protect children from harm. Start your fundraiser today.

## Leave a gift in your will

By leaving a gift in your will, you can help safeguard future generations from abuse. Create lasting change with a simple act of generosity.

## Corporate partnerships

Partner with us to create a safer world. Whether through sponsorship, employee fundraising, matched giving, a strategic project or innovation support, your business can make a powerful lasting difference.

## Break the silence

We need your voice, your action, and your support. Share our message, start the conversation, and demand change. Join us today—because every child deserves safety.



Can you help us create a world free from child sexual abuse?

Visit [lucyfaithfull.org.uk/support-us](https://lucyfaithfull.org.uk/support-us)



Visit our website to find out more about our work  
or to donate and help us keep children safe  
**lucyfaithfull.org.uk**

Lucy Faithfull Foundation Scotland:

**lucyfaithfull.org.uk/scotland**

Lucy Faithfull Foundation Wales:

**lucyfaithfull.org.uk/wales**

Find out about our Stop It Now helpline  
(0808 1000 900) and campaign:

**stopitnow.org.uk**

Our Shore website provides a safe space for teenagers  
worried about their own or a friend's sexual behaviour:

**shorespace.org.uk**



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