

Strategic Plan 2025—2029

**Working
together to
end child
sexual abuse**

ONE IN FOUR
Ending the trauma of childhood sexual abuse

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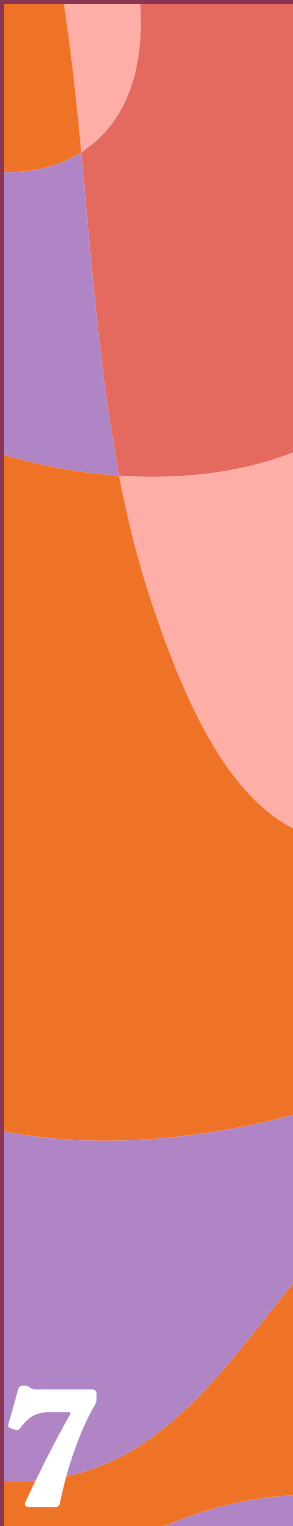
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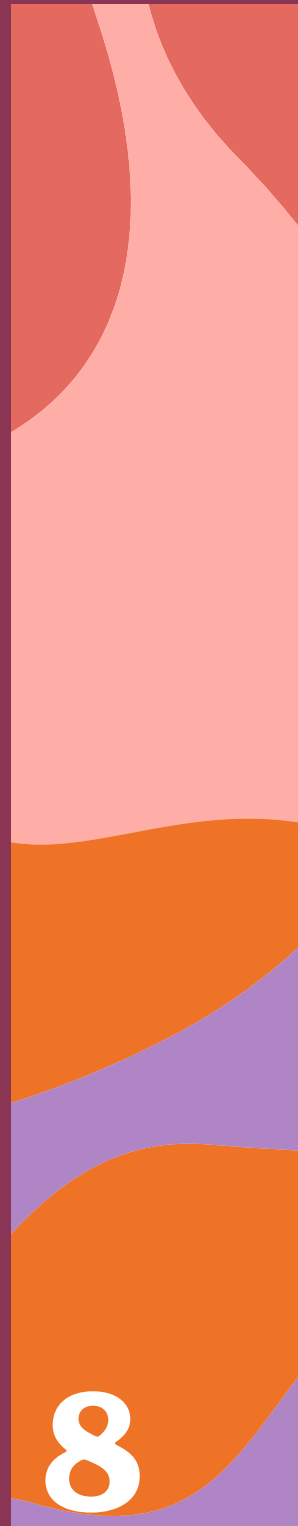
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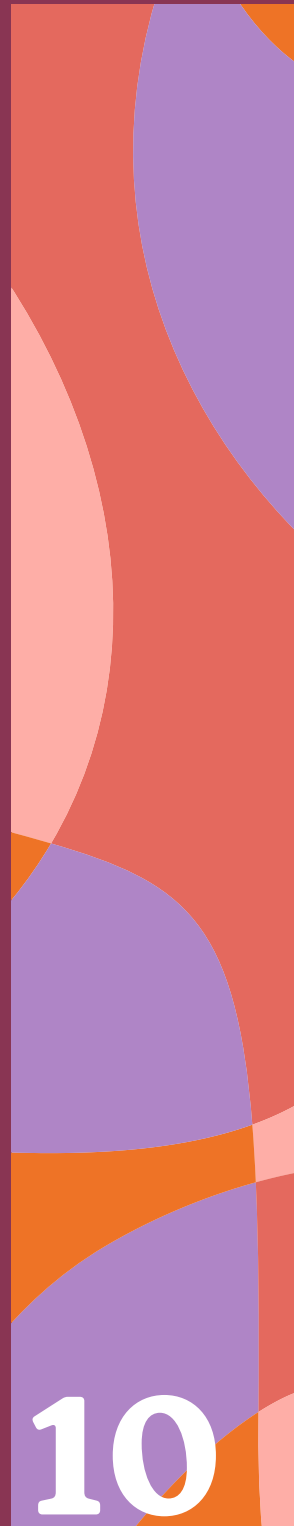
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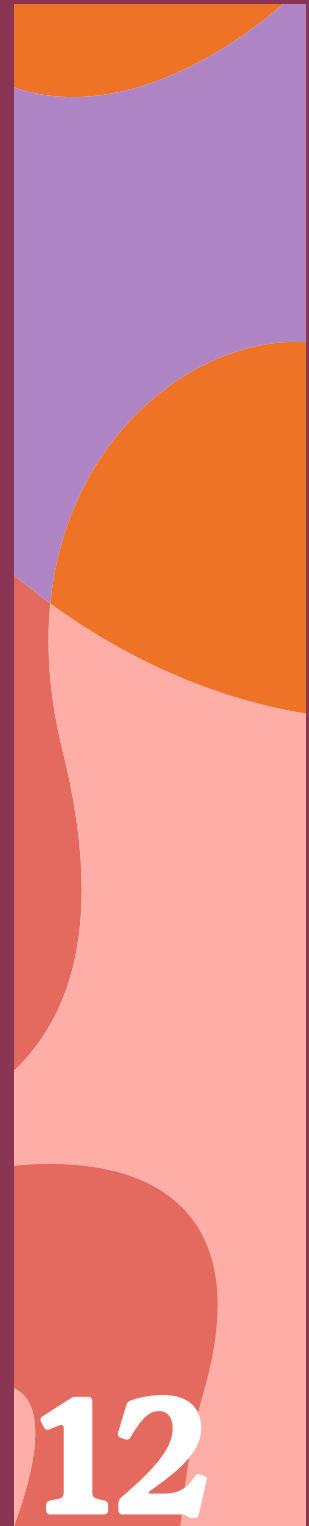
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Foreword

It is with profound privilege that I present this Strategic Plan for One in Four, an organisation that stands at the forefront of addressing one of society's most challenging issues. As Chair, I have observed the dedication and expertise that defines our work in supporting survivors of child sexual abuse and preventing further harm.

This document articulates our clear mission to work collaboratively to end child sexual abuse by providing expert-led support to survivors, innovating prevention strategies and empowering societal responsibility. It outlines our core values of trust, expertise, courage and accountability that guide every aspect of our work and sets forth our strategic priorities for the coming years.

It is important to acknowledge the tremendous work of our team, whose resilience and commitment have helped thousands of men and women navigate their path to recovery. Their expertise, compassion and determination are the bedrock on which our services are built and our reputation established.

With proper investment and recognition, organisations like One in Four can help transform the landscape of child protection in Ireland. There remains an urgent need for greater acknowledgement of child sexual abuse at all levels of society. The resources required to adequately address this crisis must be forthcoming if we are to make meaningful progress in prevention, intervention and support. As architects of the 2022 National Child Safety Summit, we have already begun the vital work of building cross-sectoral collaborations to tackle this issue systemically.

This strategic plan represents not just our roadmap for the next five years, but our commitment to creating a future where child safety is everyone's responsibility. With collective effort and adequate resources, we can build a society that effectively prevents child sexual abuse and supports those it affects.

David Barrett
Chairperson

With proper investment and recognition, organisations like One in Four can help transform the landscape of child protection in Ireland

Introduction

At One in Four our mission is to end the trauma of child sexual abuse in Ireland. Founded over 20 years ago, we have worked persistently to break the silence and destigmatise the shame surrounding, what remains, a taboo topic. As the first charity of its kind in Ireland, we set out to build expert services to address the complex and diverse needs of all clients, individually. As a result, we have developed responsive and tailored services which have yielded positive outcomes for thousands of men and women.

The One in Four team is driven by the resilience and hope demonstrated by the clients we support; individuals whose courage fuels our determination to create meaningful change. As pioneers of advocating for survivors of child sexual abuse, we have been a significant catalyst in how Irish society has shifted its perspective on this issue. Yet, despite this progress, the shadow of silence persists, compounding the trauma experienced by survivors and their communities. This silence often prevents people from disclosing their experiences and can propagate the misperception that child sexual abuse is a historical issue from our past. This is wrong.

Child sexual abuse is happening today to one in four children across Ireland, many of whom sadly know their abusers. To put it in context, that is over 300,000 children, who are eighteen years or younger, that have experienced or are experiencing sexual abuse. Unfortunately, a newer dynamic that exacerbates this issue is the ever-changing digital landscape. As children's usage of digital technologies continues to grow, they are increasingly being targeted, groomed and abused by individuals online. This is a crisis playing out in plain sight in all our communities across the country. As a society, we cannot look away when

we know the harrowing toll child sexual abuse takes on the lives of victims and their families. That price often lasts a lifetime. This is not an institutional issue from the past, but a societal one of today. And one we can collectively prevent.

Every day One in Four strives to learn from all our clients and improve how we can progress our mission. That mission can only truly be served by understanding and addressing those who perpetrate child sexual abuse. We take this responsibility very seriously and are acutely aware of the fragile dynamics and sensitivities that surround this work. Primary and secondary intervention is vital to decrease the instance of abuse, and we are the only organisation in Ireland providing intervention programs for adults who have offended but may not be convicted, and their families.

At One in Four we believe that child safety is everyone's responsibility, and that Ireland can be a society where no child is sexually abused. Achieving such a bold ambition requires systemic change which can only be tackled through effective collaborations across multiple agencies and stakeholders. This challenge can seem overwhelming and impossible to undertake, but we have already begun.

As the architects and driving force behind the 2022 National Child Safety Summit, One in Four has initiated a multi-agency task force to undertake research to determine the specific attitudes and behaviours about child sexual abuse in Irish society. There is evidence to suggest that the traditional sentiments and beliefs about child sexual abuse have shifted, in ways that will enable us to change the conversation and move towards building stronger communities that protect children from sexual abuse.

Our theory of change is built on the principles of:

1. Empowering bystanders
2. Supporting survivors
3. Providing early intervention for offenders

Our two decades of working with our clients has taught us that change is possible, and hope is essential. But it demands resilience, courage and restlessness. Every reported statistic represents a life impacted by trauma, and every survivor deserves to be heard.

We know that we can help build a collective cultural competence in protecting the children of Ireland, but there is an urgency today that demands our attention and care. It is an endeavour that we will continue to work for on behalf of all our clients. Together, we can create a future where no child lives in silence or fear, and we finally end the trauma of child sexual abuse.

Deirdre Kenny
CEO

Purpose

At One in Four our purpose is to work together to end child sexual abuse.

Mission

At One in Four we work together to end child sexual abuse by providing expert-led support to survivors; innovating prevention strategies; and empowering societal responsibility.

Values

Our values of trust, expertise, courage and accountability are not only guiding principles; they underpin all our work. They inform our thinking, shape our actions and drive the outcomes we deliver. By embedding these values in every aspect of our work, from day-to-day interactions to long-term strategic decisions, we foster an environment of trust, collaboration and excellence. This enables us to fulfil our purpose and drive lasting societal change.

Trust

Trust serves as the foundation to everything we do at One in Four. Survivors have sadly experienced the most harmful breach of trust in their lives. This is a constant reminder of the empathy, respect and care essential for cultivating trusted relationships. This is the basis from which we engage all our stakeholders. We understand just how hard trust is earned, and how quickly it can be eroded. We take seriously the responsibility for our governance, the use of funds, and upholding the highest ethical standards even in the face of challenges.

Expertise

We have built a unique and highly capable team of multi-disciplinary experts who have a thorough understanding of the complexities of child sexual abuse. Our focus on continuous learning ensures we deliver quality, innovative and evidence-based services. We understand that our expertise is not just our most valuable asset; it is profoundly shaped by the experiences and insights of our clients. Every interaction with those we support provides us with valuable insights that inform and enhance our services. Expertise is critical to securing funding and maintaining stakeholder trust. It is embedded as a mindset across the organisation from how we govern and operate, to how we strategically guide One in Four.

Courage

The greatest acts of courage are demonstrated in the vulnerability shown by our clients in how they seek our support and services. We acknowledge the inherent discomfort that stems from vulnerability. We have learned to embrace it, knowing its value in leading us to build resilience and grow through the inevitable challenges of failure and setbacks. This courage fuels our bold advocacy, pushing us to challenge taboos and drive positive change in our field.

We're committed to having difficult conversations and speaking up with our clients, ensuring their voices are heard and respected in society.

Accountability

Our success can be largely attributed to our pursuit of accountability as an organisation and for those we support and represent. No amount of expertise or ambition can propel an organisation like ours without a focus on accountability. After all, it is the acute absence of accountability that has led clients to our door. Our reputation has been built on maintaining the highest standards of governance and being answerable to clients, funders and stakeholders. Fostering a healthy culture of honesty and openness is central to our commitment to delivering accessible services, maintaining their integrity while measuring the impact of work to ensure the optimisation of resources.

Strategic Priorities

1

Deliver Exceptional Services and Support

- **Develop and implement an integrated service model:** We are committed to creating a comprehensive service model that seamlessly combines therapy, advocacy and other empirically guided supports. This integrated approach ensures that our clients receive holistic support tailored to their unique needs.
- **Utilise innovative, evidence-based approaches:** Our dedication to delivering high-quality services drives us to incorporate evidence-based methodologies in our programs. By leveraging research and best practices, we aim to enhance the effectiveness of our services ensuring positive outcomes for our clients.
- **Establish a robust evaluation system:** To maintain accountability and transparency, we will implement an evaluation framework designed to assess the impact of our programs. This will enable us to measure outcomes, identify areas for improvement and demonstrate tangible benefits of our services for clients.
- **Partner with specialist agencies:** Recognising the diverse needs in our field, we will forge strategic partnerships with specialist agencies. These collaborations will expand our capacity to serve varied populations effectively.

Actions

- Compassionate client-centred therapy and advocacy services delivered to survivors of child sexual abuse evidenced through relevant psychometrics and client feedback.
- Client-centred prevention programme delivered to individuals who have caused harm.
- Information and signposting services provided to clients, their families, and social and legal professionals as required, evidenced through relevant psychometrics and client feedback.
- Utilise and adapt appropriate psychometric tools to measure effectiveness of the service and report on service outcomes indicated through the number of enquiries responded to annually.
- Review model of care and diversify to improve access to One in Four service. Ensure wrap-around supports are put in place which are responsive to individual client needs and increase the use of these tools across the services.
- Develop and roll out feedback tools to measure client satisfaction.
- New and existing opportunities maximised to support knowledge exchange between One in Four and agencies who specialise in supporting marginalised groups and measured through increased cross-sectoral and jurisdictional participation.

2

Build Capacity and Share Expertise

- **Strengthen internal resilience:** We will strategically strengthen our internal infrastructure, ensuring all critical functions are adequately resourced. This approach will enhance our efficiency and adaptability in the face of evolving challenges.
- **Design and deliver evidence-based training programs with a targeted framework for professionals:** This initiative will allow us to share our expertise, generate crucial funding, but also amplify our impact by disseminating knowledge and best practices with professionals including therapists, advocates, social workers and allied specialists.
- **Leading authority:** By leveraging our experience and continually advancing our learning, we aim to become the go-to resource for professionals, policymakers and the public seeking authoritative guidance on this critical issue.

Actions

- Committed to maintaining a culture of safety and collaboration, by remaining vigilant to power dynamics of child sexual abuse in the workplace and to the misuse of power.
- Staff are motivated to provide excellent work in the delivery of the One in Four mission and are supported to develop existing skills through appropriate training.
- Effective human resource structures, processes and procedures to support the effective operation of the organisation through clear support and review structures.
- Finance structures, procedures and systems enhanced; meeting governance requirements and ensuring effective management, monitoring and review of expenditure ensuring compliance with governance and finance protocols.
- IT systems and supports enhanced and developed to support organisational needs.
- Framework developed to deliver evidence-based training programmes that share One in Four's expertise and insights into child sexual abuse and prevention.
- Training products developed and marketed to legal professionals, social workers, educators and other agencies to increase awareness of child sexual abuse and fill gaps in professional development. Providing updates in legal and policy changes; customer relationship management tools developed to support delivery and measurement of training framework.
- Deliver expert advice and guidance to external organisations and agencies on a consultancy basis.

3

Strengthen Strategic Engagement and Communications

- **Evaluate and enhance organisation's identity:** We aim to ensure our identity effectively conveys our mission, values and impact within the changing landscape of child sexual abuse support and prevention.
- **Establish Strategic Engagement function:** We will create a dedicated Strategic Engagement function to elevate our communication efforts, fostering deeper stakeholder trust, securing sustainable funding and driving systemic change. This function will serve as a bridge between our organisation and the broader community, amplifying our voice and impact.
- **Implement a comprehensive communications strategy:** Develop a cohesive and impactful communications strategy that produces thoughtful, high-quality content to accurately and sensitively showcase our work and its significance.
- **Forge strategic partnerships to amplify our impact and drive transformative change:** We recognise that collaboration is essential in addressing the complex issue of child sexual abuse in Ireland. By forging meaningful partnerships with funders, philanthropists, government departments, decision-makers and other key stakeholders, we will advance our mission and enhance our collective impact.
- **Lead the execution of strategies identified at the National Child Safety Summit:** Working with partners to build a national framework to eliminate child sexual abuse in Ireland. We aim to catalyse systemic change and make significant progress towards the summit's vision of "co-creating a society where no child is sexually abused".

Actions

- One in Four brand reviewed and updated to align with key strategic values.
- New Strategic Engagement function established and embedded within One in Four.
- Comprehensive communications strategy developed and implemented which elevates One in Four's core values and mission. This will address key sensitivities and challenges with funders, the media and society.
- Advocate on issues pertaining to child sexual abuse and prevention with national policymakers.
- Update risk register to incorporate risks associated with planned and emergent threats on issues pertaining to child sexual abuse and prevention.
- Partnerships with statutory, corporate and philanthropic stakeholders managed and forged to ensure operational sustainability and enhance our impact; One in Four donors and supporters diversified to ensure sustainability.
- Five-year national strategy developed to reduce the prevalence of child sexual abuse and to effect systemic change.
- Preventative public health approach to promote reduction in Child Sexual Abuse, maximising cross-sectoral collaboration.
- Attitudinal research findings promoted and used as a baseline and to inform national strategy.
- Evidence built through further research on international early intervention programmes for sex offenders and successful international protection strategies.
- National awareness and public engagement campaigns delivered in 2026 and 2027.

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