STRATEGIC PLAN 2027–2030



LINCOLNSHIRE
RAPE CRISIS

Supporting survivors.
Building equity.
Creating change.

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FOREWORD

Over the past three years, Lincolnshire Rape Crisis has grown significantly – expanding our services, strengthening our reach across Lincolnshire and increasing our influence within the specialist sexual violence and VAWG sector.

As we look ahead to 2027–2030, our focus is on building on that progress with ambition, purpose and sustainability. This strategy sets out our commitment to strengthening specialist support, increasing our social impact and using our voice more confidently to influence change.

We know that responding to sexual violence must go beyond providing support after harm has occurred. It also means challenging the inequalities, attitudes and systems that allow violence against women and girls to persist. Feminism will remain central to our approach, alongside our commitment to inclusive, specialist support for all survivors.

Over the next three years, we will consolidate what we have built, extend our reach, strengthen partnerships and increase our influence locally and nationally. We will remain focused on ensuring that Lincolnshire Rape Crisis is resilient, responsive and sustainable, while contributing to the wider change needed to prevent sexual violence.

INTRODUCTION

Lincolnshire Rape Crisis is an intersectional, anti-racist feminist organisation providing specialist, trauma-informed support to survivors of sexual violence across Lincolnshire.

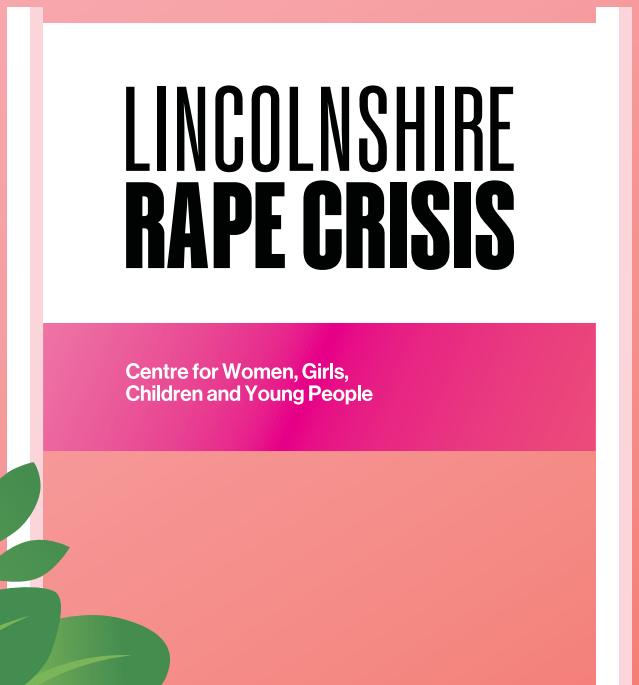
Since 2013, we have developed into a countywide specialist organisation delivering advocacy, therapeutic support, children and young people's services, crisis counselling, remote support and national helpline provision.

Our services are available to people of all ages who have experienced any form of sexual violence at any point in their lives. We recognise that sexual violence affects people of all genders while disproportionately affecting women and girls, and we retain a clear feminist analysis of sexual violence as both a cause and consequence of gender inequality.

This Strategic Plan sets out our priorities and direction for 2027–2030, providing a framework for how we will develop our services, increase our reach and impact, strengthen partnerships and influence, and remain sustainable and responsive to changing need.

WHAT WE ACHIEVED: 2024–2027

Our 2024–2027 Strategic Plan committed Lincolnshire Rape Crisis to expanding our reach, sustaining and growing specialist services, raising awareness of sexual violence and strengthening the organisation that makes this work possible. The period has been one of substantial development.



Expanded our specialist reach

- Secured and mobilised the commissioned countywide ISVA service for Lincolnshire, strengthening independent advocacy for adult survivors.
- Secured and mobilised the commissioned CHISVA service for children and young people across Lincolnshire.
- Introduced Lincolnshire's first Family ISVA role, extending specialist advocacy to safe parents and carers alongside children and young people.
- Strengthened our countywide model of delivery so survivors can access support through specialist centres, outreach, partner locations and remote channels.

Broadened our therapeutic and crisis offer

- Developed our therapeutic provision for adults, children and young people, maintaining specialist trauma-informed support at the heart of our service model.
- Secured the SARC Crisis Counselling contract, strengthening the pathway from immediate crisis response into specialist therapeutic support.

Strengthened our national contribution

- Became a partner deliverer on the national 24/7 Rape Crisis Support Line, contributing Lincolnshire Rape Crisis expertise to a national response for survivors.
- Developed our role in national conversations about specialist sexual violence support, service quality, survivor need and sustainable delivery.

Created specialist, safer spaces

- Moved to larger premises in 2025, significantly increasing our physical capacity and enabling us to expand our services, including a larger dedicated Women's Centre offering an exclusive women-only space within our wider inclusive service offer.
- Continued to develop our established Mr & Mx Centre, providing a dedicated service environment for men and gender-diverse people who have experienced sexual violence.
- Introduced a dedicated Children & Young People's Centre as part of our 2025 premises expansion, creating a specialist environment designed around the needs of children, young people and families.

Built the foundations for our next stage

- Expanded our workforce, specialist knowledge and leadership capacity to support increased commissioning and service complexity.
- Strengthened relationships with commissioners, statutory partners, voluntary-sector organisations and the wider Rape Crisis movement.
- Created the foundations for a new Training & Development Hub, opening in 2027, which will connect practice, partnership, learning and survivor development.

These achievements mean our next strategic period begins from a very different position:

We are larger, more visible, more connected and responsible for a broader portfolio of specialist services. Our challenge for 2027–2030 is to protect the quality and identity of that work while extending its reach and using our influence to create wider social change.

OUR SERVICES AND SPACES

Our service model combines specialist advocacy, therapeutic support, crisis response, children and young people's services, remote support and national provision. Following our move to larger premises in 2025, we expanded our physical capacity in Lincoln, including a larger Women's Centre and the introduction of a dedicated Children & Young People's Centre, while continuing delivery from our established Mr & Mx Centre. We also provide support across Lincolnshire through a hub-and-spoke model.





Commissioned ISVA Service

Countywide independent sexual violence advocacy for adult survivors, including support through and beyond the criminal justice process.

Commissioned CHISVA Service

Specialist advocacy for children and young people affected by sexual violence, delivered across Lincolnshire.

Commissioned Family ISVA Service

Lincolnshire's first dedicated Family ISVA role, supporting safe parents and carers and strengthening the whole-family response around children and young people.

SARC Crisis Counselling

Specialist crisis counselling linked to the Sexual Assault Referral Centre pathway.



Therapeutic Support

Trauma-informed specialist support, counselling and therapeutic interventions for survivors at different stages of recovery.

National 24/7 Support Line

Partner delivery within the national 24/7 Rape Crisis Support Line, extending our contribution beyond Lincolnshire.

Women's Centre

A dedicated and exclusive women-only centre providing a specialist feminist space for women and girls.

Mr & Mx Centre

A dedicated centre supporting our inclusive offer to men and gender-diverse survivors.

Children & Young People's Centre

A specialist environment for children, young people and families, shaped around safety, accessibility and age-appropriate support.

Countywide Outreach & Remote Services

We provide flexible support across Lincolnshire through outreach locations and remote services, helping survivors access specialist support regardless of where they live. Support can be delivered in person, by telephone, email or secure digital platforms, improving accessibility across rural and coastal communities.

TRAINING & DEVELOPMENT HUB OPENING 2027

In 2027 we will open a dedicated Training & Development Hub. The Hub will be a place for learning, partnership and connection: bringing professionals and organisations together around improved responses to sexual violence and Violence Against Women and Girls, while creating new opportunities for survivor development.

- Deliver a bespoke professional training offer on sexual violence, trauma-informed practice, VAWG, survivor-centred responses and specialist service delivery.
- Provide a practical space for developing relationships with local, regional and national partners around service delivery, prevention and systems change.
- Create personal development programmes for survivors that look beyond crisis and recovery towards confidence, identity, self-growth, discovery and future possibility.
- Use learning from frontline practice and survivor experience to influence wider professional practice and improve responses across systems.



STRATEGIC CONTEXT

Sexual violence remains widespread and gendered.

The Crime Survey for England and Wales estimated that around 898,000 people aged 16 and over experienced sexual assault, including attempts, in the year ending March 2025.

The estimated prevalence was 3.0% for females and 0.7% for males. Since the age of 16, an estimated 25.6% of females and 5.9% of males had experienced sexual assault.

These figures reinforce both the scale of need for specialist support and the importance of retaining a gendered analysis of sexual violence.

25.6%
OF FEMALES
were estimated to have experienced sexual assault since the age of 16.

5.9%
OF MALES

IN THE YEAR ENDING
MARCH 2025
898,000
people aged 16+ estimated to have experienced sexual assault, including attempts

ESTIMATED PREVALENCE

3.0%	FEMALES
0.7%	MALES

LINCOLNSHIRE

Lincolnshire's geography creates additional challenges. It is a large, predominantly rural county with significant coastal communities, transport barriers and areas of deprivation.

Our strategy therefore combines physical specialist centres with outreach, partnership delivery and remote access so that geography does not determine whether a survivor can receive specialist support.

Source: Office for National Statistics, Sexual offences in England and Wales / victim characteristics, year ending March 2025.



FEMINISM

We understand sexual violence through a feminist analysis of power, inequality, patriarchy and gender-based violence. We believe feminism is central to ending sexual violence and creating equity for women and girls.



EQUITY

We recognise that equality of access does not always create equality of outcome. We will identify and remove barriers, address structural disadvantage and ensure minoritised and underserved survivors can access specialist support.



EMPOWERMENT

We support survivors to reclaim autonomy, exercise choice, understand their rights and shape the decisions that affect their lives.



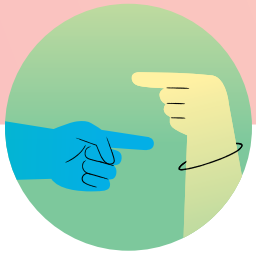
RESPECT

We treat every survivor, colleague and partner with dignity. We respect individual experience, identity, boundaries and expertise.



TRUST

We act with integrity, transparency and consistency. We create confidential and psychologically safer services and are accountable for the quality of our work.



CHOICES

Survivors are the experts in their own lives. We provide information, options and specialist support without taking control away from the person we are supporting.

OUR VISION

A world free from sexual violence, where women and girls live with equity and freedom, and every survivor is able to live without fear, shame or constraint. To be instrumental in the dismantling of the patriarchy.

OUR MISSION

We support survivors of sexual violence, advocate for their rights and needs, and use our specialist expertise to challenge the inequalities that enable sexual violence. Our work is rooted in feminism, trauma-informed practice, survivor choice and a commitment to equity.

Our charitable purpose and organisational impact

- **Support survivors** through high-quality specialist advocacy, therapeutic and crisis services.
- **Create equity** by removing barriers to support and centring the experiences of women, girls and marginalised survivors.
- **Challenge the attitudes,** systems and inequalities that enable sexual violence and Violence Against Women and Girls.
- **Build knowledge** and capability across communities, professionals and partner organisations.
- **Influence policy,** commissioning and practice locally and nationally through evidence, survivor voice and specialist expertise.



OUR THREE STRATEGIC AIMS
2027–2030

AIM 1
EXTEND OUR REACH TO STRENGTHEN SUPPORT

We will increase the reach, accessibility and relevance of specialist sexual violence support across Lincolnshire. We will build on our commissioned services, specialist centres, outreach model and remote provision so that more survivors can access the right support, in the right place, at the right time.

AIM 2
INCREASE OUR SOCIAL IMPACT THROUGH FEMINIST ACTION

We will move beyond awareness-raising alone and use our voice more deliberately to campaign for equity for all women and girls. We will promote feminism as a solution to sexual violence: challenging misogyny, patriarchy, victim-blaming and the structural inequalities that create and sustain Violence Against Women and Girls.

AIM 3
EXPAND OUR SERVICES, PARTNERSHIPS & INFLUENCE

We will protect the quality, resilience and financial sustainability of our growing service portfolio while deepening partnerships and strengthening our local and national influence. We will be an active, credible specialist partner in the development of VAWG and sexual violence services, policy and practice.

HOW WE WORK

Our approach is grounded in a clear set of principles that guide how we support survivors, deliver specialist services, work with partners and influence change. They reflect our commitment to survivor-centred, trauma-informed practice, feminist values, equity and the expertise of our workforce.

- We believe survivors.
- We are survivor-centred, trauma-informed and led by choice.
- We recognise sexual violence as both a cause and consequence of gender inequality.
- We maintain a clear feminist analysis of sexual violence and VAWG.
- We challenge myths, misogyny, victim-blaming and discriminatory practice.
- We provide dedicated specialist spaces, including an exclusive women-only centre, alongside inclusive specialist provision.
- We seek equity rather than assuming that one model of access works for everyone.
- We work in partnership where partnership improves outcomes, but retain our independence as a specialist Rape Crisis organisation.
- We use evidence, survivor voice and frontline expertise to influence systems and practice.
- We invest in our workforce because safe, high-quality specialist services depend on skilled, supported practitioners.



OBJECTIVES 2027-2030

Our objectives are organised around our three strategic aims. They describe the change we intend to make during 2027-2030 and provide a framework for annual delivery plans, service plans and Board oversight.

01. REACH & SUPPORT OBJECTIVES

02. SOCIAL IMPACT, EQUITY & FEMINIST CHANGE OBJECTIVES

03. SUSTAINABILITY, PARTNERSHIP & INFLUENCE OBJECTIVES





01. REACH & SUPPORT OBJECTIVES

- Increase access to specialist sexual violence support across Lincolnshire, with particular focus on rural, coastal, underserved and minoritised communities.
- Embed and continuously improve the commissioned ISVA and CHISVA services, ensuring strong pathways, timely access, consistent quality and survivor-centred outcomes.
- Develop the Family ISVA role as a core part of our children and young people's pathway, strengthening support for safe parents and carers and improving whole-family outcomes.
- Sustain and develop SARC Crisis Counselling and ensure clear pathways between crisis, advocacy and longer-term therapeutic support.
- Maximise the value of our Women's Centre, Mr & Mx Centre and Children & Young People's Centre as visible, accessible specialist environments for different survivor groups.
- Use outreach, digital and remote models intelligently so that geography, transport, disability, caring responsibilities or isolation do not prevent access.
- Use service data, survivor feedback and equality monitoring to identify unmet need, access barriers and gaps in provision, and respond to them.
- Continue to develop high-quality, accredited and evidence-informed services across advocacy, therapeutic support and wider support provision.

What success will look like

More survivors are reached across a broader geographic and demographic profile, with access gaps identified earlier and addressed through targeted service development. Survivors experience clearer, more connected pathways between advocacy, therapeutic, crisis and wider support, while our specialist centres are used strategically to strengthen safety, choice, connection and service identity.

EXPANDING OUR REACH

Remote Services Hub

As part of our commitment to improving accessibility and extending our reach across Lincolnshire, Lincolnshire Rape Crisis will develop a dedicated Remote Services Hub at our headquarters.

This investment will strengthen our capacity to deliver comprehensive, high-quality remote support across the county, reducing geographical barriers and ensuring that survivors, particularly those living in rural and isolated communities, can access specialist services regardless of their location.

The hub will provide dedicated, technologically equipped facilities to support confidential remote appointments, therapeutic interventions, advocacy and professional collaboration.

Professional Meeting Hub

In early 2027, we will introduce a dedicated Professional Meeting Space, strengthening our partnership with Lincolnshire Police and other statutory agencies.

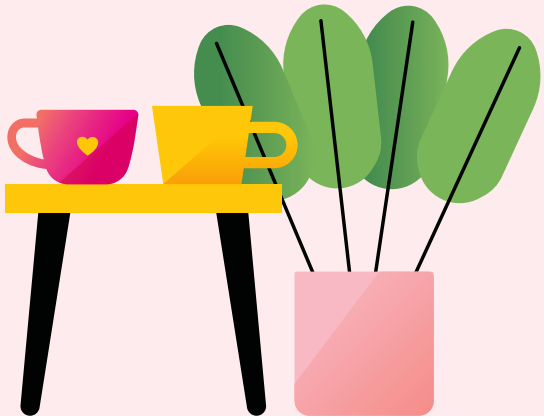
This bespoke, trauma-informed environment will provide OICs with a comfortable, confidential and appropriate setting to conduct survivor meetings, interviews and case updates alongside our ISVA, CHISVA and Family ISVA services.

Designed around the needs and experiences of survivors, the space will offer an alternative to traditional police and statutory environments, helping to reduce anxiety, promote meaningful engagement and support a more compassionate and coordinated response to sexual violence.

This development reflects our ambition to create accessible, innovative and survivor-centred environments that improve partnership working and strengthen engagement with the criminal justice system.

COMMON GROUND

CONNECTION. COMMUNITY. EMPOWERMENT. AND GOOD COFFEE.



As part of the development of our Training and Development Hub, Lincolnshire Rape Crisis will introduce Common Ground, an innovative, trauma-informed social and community space designed to bring people together through connection, shared lived experience and empowerment.

Building on our existing Wait Well service, Common Ground will extend our offer beyond traditional therapeutic and advocacy interventions, providing a welcoming, structured and inclusive physical space where survivors can connect with others, develop meaningful relationships and build a sense of community and belonging.

Recognising the value of shared lived experience and peer connection in recovery, the initiative will seek to reduce social isolation, strengthen confidence, encourage mutual understanding and create opportunities for empowerment beyond formal support.

Professionals and partner agencies will also be welcome to attend alongside the people they support, helping to build trust, reduce barriers to accessing services and encourage positive engagement.

Common Ground will place lived experience, choice and survivor empowerment at its heart, creating opportunities for connection, participation and community-led activities. It recognises that recovery is not solely about therapeutic intervention, but also about rebuilding relationships, finding solidarity, developing confidence and rediscovering a sense of belonging – all within a welcoming environment where meaningful conversations and connections can begin over a good cup of coffee.

02. SOCIAL IMPACT, EQUITY & FEMINIST CHANGE OBJECTIVES

- Develop a clear campaigning programme focused on equity for women and girls and the prevention of sexual violence and VAWG.
- Communicate feminism confidently as a practical framework for understanding and challenging sexual violence, gender inequality, misogyny and patriarchal power.
- Campaign against victim-blaming, rape myths and attitudes that minimise or normalise sexual violence.
- Create meaningful opportunities for survivor voice and lived experience to inform our campaigns, training, policy positions and service development without placing responsibility for change on survivors.
- Use an intersectional analysis to ensure our campaigning reflects the experiences of women and girls affected by racism, disability, poverty, migration, sexuality, gender identity and other forms of structural inequality.
- Launch the Training & Development Hub in 2027 and establish a bespoke learning offer for professionals on sexual violence, VAWG, trauma-informed practice and survivor-centred responses.
- Develop personal development programmes for survivors that support self-growth, confidence, identity, connection and discovery as part of the healing journey.
- Use public communications, events, training and partnerships to increase understanding of specialist sexual violence services and the social conditions that make them necessary.

What success will look like

Lincolnshire Rape Crisis is recognised as a clear, credible feminist voice on sexual violence and VAWG, with visible, evidence-led campaigning rooted in the experiences of women, girls and survivors. Our Training & Development Hub is established as a recognised local and regional centre for specialist learning, partnership and survivor development, helping professionals and organisations strengthen their understanding and practice.

03. SUSTAINABILITY, PARTNERSHIP & INFLUENCE OBJECTIVES

- Protect the long-term sustainability of our growing services through strong financial planning, diversified income, appropriate reserves and full-cost recovery wherever possible.
- Strengthen contract management, quality assurance, safeguarding, data and outcome frameworks so growth is matched by robust governance and accountability.
- Invest in workforce development, supervision, wellbeing, succession planning and specialist qualifications to retain expertise and maintain safe practice.
- Develop strategic partnerships with commissioners, statutory agencies, voluntary-sector organisations, specialist 'by and for' organisations and the wider Rape Crisis movement.
- Use the Training & Development Hub as a practical mechanism for relationship-building, professional learning and cross-sector collaboration.
- Strengthen our local influence on sexual violence and VAWG strategy, pathways, commissioning and service design across Lincolnshire.
- Increase our national contribution through Rape Crisis networks, the national 24/7 Support Line and opportunities to influence policy, commissioning and specialist practice.
- Seek new projects and contracts only where they align with our charitable purpose, feminist values, specialist expertise and organisational capacity.
- Protect our independence, specialist identity and women-centred feminist heritage as the organisation grows.

What success will look like

Growth is financially and operationally sustainable, supported by stronger, more strategic partnerships that improve pathways and outcomes for survivors. Lincolnshire Rape Crisis has a respected voice in local and national decisions affecting sexual violence and VAWG services, while our workforce remains skilled, supported and able to deliver consistent specialist practice.



DELIVERING OUR STRATEGY

To support the delivery of our 2027–2030 Strategic Plan, Lincolnshire Rape Crisis will introduce a new Organisational Development and Partnerships Lead role.

This post will provide dedicated capacity to turn our strategic ambitions into action, supporting organisational development, strengthening partnerships and increasing our local, regional and national influence. The role will lead on developing collaborative relationships, identifying opportunities for growth and innovation, supporting the sustainability of our services, and ensuring that our strategic priorities are translated into clear, measurable activity across the organisation.

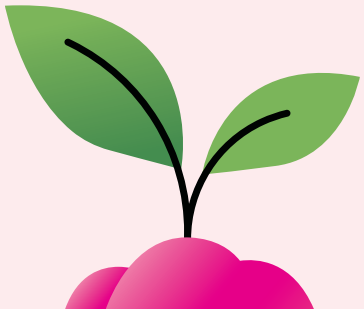
Working closely with the CEO and wider leadership team, the post will help ensure that LRC continues to grow sustainably while strengthening our reach, impact and position within the wider VAWG sector.

How we will know we are making a difference

Each strategic objective will be translated into an annual delivery plan with named leads, milestones and measures. The Board and senior leadership team will review progress regularly and use both quantitative and qualitative evidence to assess impact.

- **Reach and access:** referral volumes, geographic reach, demographic data, waiting times, engagement and identified access gaps.
- **Survivor outcomes:** survivor-defined goals, advocacy and therapeutic outcomes, safety, confidence, understanding of rights and experience of support.
- **Equity:** evidence of who is and is not accessing services, targeted responses to inequality and progress in reducing barriers.
- **Social impact:** campaign reach, stakeholder engagement, training outcomes, changes in professional knowledge and examples of influence on policy or practice.
- **Partnership and influence:** quality of pathways, partner feedback, contribution to strategic forums, commissioning development and national activity.
- **Sustainability:** contract performance, income diversity, reserves, workforce retention, supervision, accreditation and service-quality indicators.

We will publish progress against this plan through our annual reporting and will review the strategy formally during the 2029/30 year to shape our next strategic period.



OUR THEORY OF CHANGE

The change we want to see

Lincolnshire Rape Crisis wants to see a world free from sexual violence, where every survivor is believed, can access the specialist support they need and has the opportunity to live with greater safety, autonomy and choice.

We recognise that sexual violence can affect people of every gender, age and background, and we are committed to supporting all survivors. At the same time, we recognise that women and girls are disproportionately affected by sexual violence and Violence Against Women and Girls, and our work remains rooted in a feminist understanding of the inequalities, power structures and social conditions that create and sustain this violence.

What we believe creates change

We believe that meaningful and lasting change requires action at more than one level. Survivors need access to specialist, trauma-informed and survivor-centred support that responds to their individual needs and circumstances.

Equity is central to this approach: we recognise that survivors do not all experience the same barriers and that fair access sometimes requires different responses, additional support and deliberate action to address inequality.

Alongside direct support, we believe change is created by improving the systems around survivors. We work with partners, commissioners, professionals and communities to strengthen pathways, improve practice and challenge barriers to support. Through our campaigning, partnerships, Training & Development Hub and local and national influence, we will use specialist knowledge and survivor experience to improve responses to sexual violence and VAWG.

We also believe that feminism provides both a framework for understanding sexual violence and an important route towards preventing it. By challenging misogyny, patriarchy, gender inequality, victim-blaming and other forms of structural inequality, we aim to contribute to safer and more equitable communities. We will maintain a strong focus on equity for women and girls while ensuring that men, boys, trans, non-binary and gender-diverse survivors are recognised, believed and able to access appropriate specialist support.



Our Theory of Change

Our Theory of Change is that if survivors can access equitable, specialist and trauma-informed support; if the professionals, services and systems around them respond effectively; and if we use our feminist voice to challenge the inequality and social conditions that enable sexual violence, then survivors will experience greater safety, autonomy, recovery and opportunity, and we will contribute to lasting social change and progress towards a world free from sexual violence.

What we expect to change

Through our work, we expect survivors to experience greater safety, confidence, autonomy and opportunity; to understand their rights and choices; and to have improved access to the support they need.

We expect professionals and partner organisations to develop greater knowledge and confidence in responding to sexual violence, pathways between services to become stronger, and barriers to accessing specialist support to be reduced.

Over time, we want our work to contribute to changes beyond individual services: stronger responses to sexual violence across Lincolnshire, greater influence on VAWG policy and practice locally and nationally, increased understanding of the inequalities that underpin sexual violence, and greater equity for women and girls.

Shaped by women and survivors

This Strategic Plan has been shaped by the women who work within Lincolnshire Rape Crisis and by the voices and experiences of the survivors we support. Staff contributed directly through a dedicated development day, considering our values, the changing needs of survivors and the priorities that should guide our work between 2027 and 2030. Survivor experience has informed the Plan through feedback, consultation, focus groups and the learning generated through our services. This ensures that our strategic direction remains grounded in lived experience and in what survivors tell us matters most: being believed, having choice, experiencing equity, feeling safe, accessing the right specialist support and having opportunities to recover, grow and move forward.

CONTACT US

Office Telephone:
01522 716320

For referrals:
lincolnshirerapecrisis.org.uk

For information on ISVA/Counselling/Support:
support@lincolnshirerapecrisis.org.uk

For administration and media enquiries:
info@lincolnshirerapecrisis.org.uk

National Support Line Call free on:
0808 500 2222

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