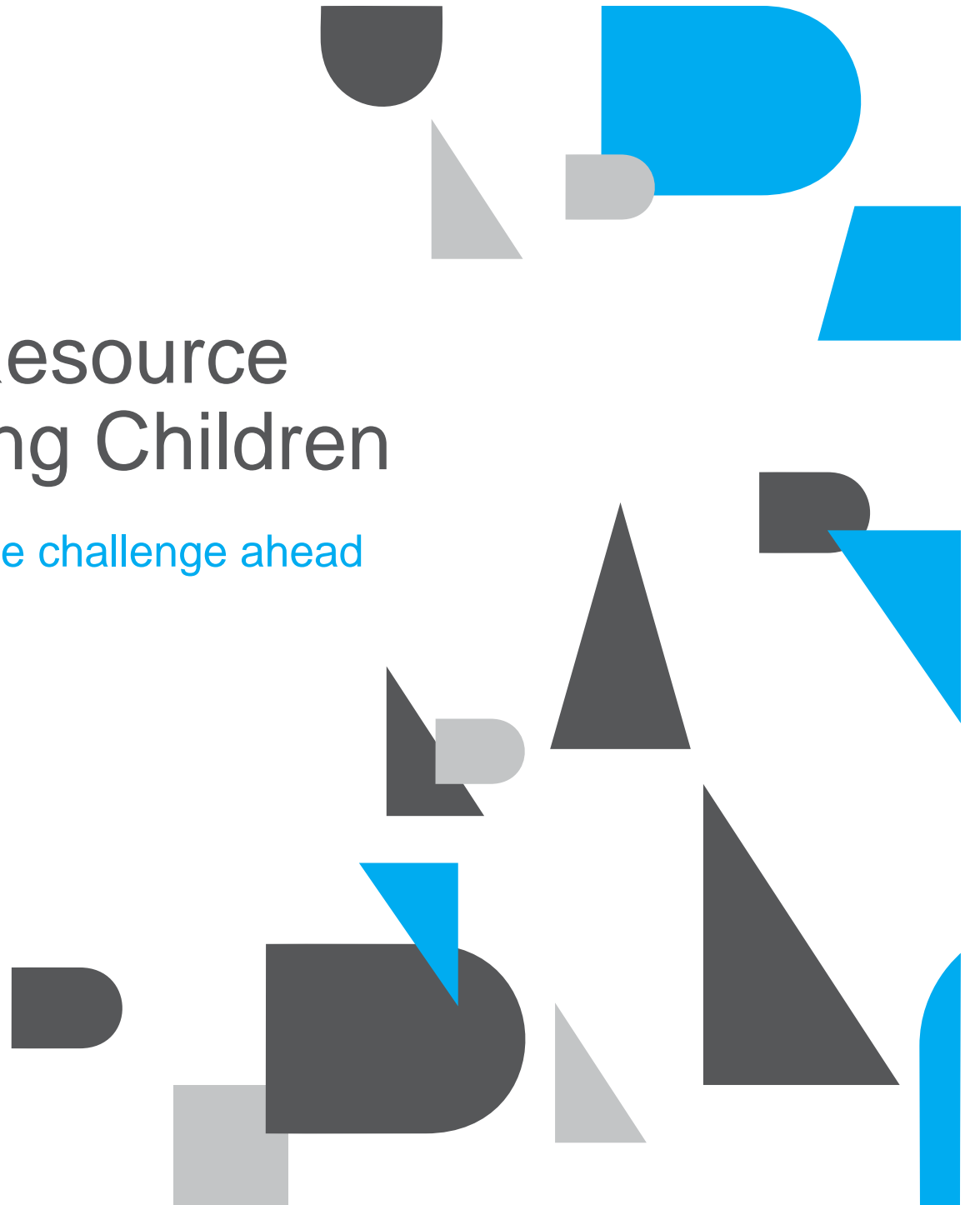


# A UK National Resource Centre for Missing Children

The current landscape and the challenge ahead

April 2008



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# Framing the Situation

# There are dozens of statutory and non-statutory stakeholders involved in the missing persons' area



## And yet there is a woeful lack of co-ordination in their efforts

- Unclear definitions
  - No unifying, nationwide, concrete definition on what constitutes a child and missing
- Inconsistent statistics
  - Stakeholders are all using different sources, methods and criteria to collect information, resulting in unreliable data. (Only 17 out of the 53 law enforcement agencies use the same database software)
- Lack of leadership
  - No clear line of accountability and leadership in the government
  - No long-term governmental funding leading to bursts of uncoordinated project activity
  - Many areas of the government claim responsibilities over various types of missing children
  - Lack of nationwide definitions, standards, policies or protocols
- Fragmentation, functionally and geographically
  - Many different groups (government, police, charities, parents, etc) who suffer from lack of connection with each other, leading to functional overlaps, and geographical inequalities in service provision

# The Solution

A national resource centre for missing children

## The solution

### One unified, consolidated, accessible resource centre

PACT have repeatedly identified the need for a new national agency to be created to centralize the co-ordination of services to missing children and provide clear leadership and accountability.

The remit of this agency should be to ‘monitor local provision against agreed national minimum standards, disseminate best practice and what works; and develop national policies on missing children’. Additionally, this new agency ‘might also allocate national funding to local service providers and become the national focal point for data collection’ (*A Postcode Lottery, PACT:2006*)

The purpose of this presentation is to bring together our (TBU) findings across an initial landscape analysis of the territory in the UK and to start to formulate ways of thinking about how such a national resource centre might be created. For the purposes of this document, the new national agency in question will be referred to as the national resource centre or NRC.

# A missing child

## The definition

In the UK currently, there is no single, authoritative, nationwide definition of what constitutes a child as missing. Nor is there a clear agreement on the different types of missing children that exist. For the purpose of this report, The Brand Union have started to formulate such criteria.

### The Definition:

A child is missing when his or her whereabouts is unknown to their parents, guardians or legal custodians.

### The 5 types of missing children:

- Non-family Abductions
- Family Abductions
- Lost, injured, missing
- Runaways
- Throwaways



# A missing child

## The various kinds

### **Non-family abduction**

In many of these cases the victim knows the abductor. These cases usually receive high levels of media attention however they also account for the smallest percentage of missing children.

The most common crimes committed against this type of missing children are sadly murder, sexual assault, sexual exploitation, pornography, and prostitution.

Arrestable offence: without lawful authority/reasonable excuse, the offender takes/detains a child under the age of 16.

### **Family abductions**

These types of abductions tends to occur almost exclusively in instances of divorce, when there is dissatisfaction with the custody decision and all lines of communication between two parents fail.

A common misconception is that children are safe when abducted by a parent or family member; there are less reports of physical and sexual abuse however the emotional trauma on the child is significant.

Arrestable offence: person connected with a child under age 16, takes/removes them without appropriate consent.

# A missing child

## The various types (continued)

### **Lost, injured, or missing**

Generally children are included in this category if there is insignificant evidence to classify them in one of the other groups.

### **Runaways**

They constitute the majority of missing children and are often considered delinquents, rebels and trouble makers.

In many cases these children are running from an intolerable domestic situation most likely involving long term physical, emotional and sexual abuse.

In these cases, returning to their parents/guardians is not always the best solution.

### **Throwaways**

It is believed that half of runaway children can often be described as “throwaways”.

In such cases, children are abandoned, told to leave or not allowed to return home once they have left.

They are rarely reported missing by parents or guardians and therefore usually get overlooked by police records/statistics

# Current UK Landscape Analysis

Understanding critical gaps and duplications in  
the current service offerings

# UK Landscape

## Who we've looked at and why



As part of the landscape audit, The Brand Union have examined approximately **20 of the leading charities** working in various aspects of the missing children sector.



Each charity has been analysed according to its **primary and secondary areas of expertise**, the **specific services** it offers, its **primary audience**, its **positioning**, its general **strengths and weaknesses**, and its **brand health**.



This should give a comprehensive view of brand presence, an over-view of the most common targeted audiences and duplicated services.



The charities which have been examined are:

- NSPCC
- Childline
- Missing People
- The Children's Society
- Barnado's
- Reunite
- British Cross
- Get Connected
- Shelter
- Centre Point
- Look 4 Them
- Railway Children
- Safe at Last
- International Social Services
- The Salvation Army
- Arberlour
- Save the Children
- PACT
- The Who Cares Trust
- CEOP
- End Child Prostitution



Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>NSPCC</b></p>  <p>NSPCC CHILD PROTECTION <b>HELPLINE</b> 0808 800 5000</p>	<p>Public</p> <p>Audience: Children and people concerned for a child's welfare</p>	<p>The UK's only free, specialised online child protection resource</p>	<p>Campaigns; Conferences Events Lobbying Support for children and families</p>	<p>Changing public attitudes, awareness and education on child abuse</p>	<p>Lobbying for children's rights</p> <p>Child protection services</p>	<p>Over 100 years old</p> <p>Well established network</p>	<p>Childline is now part of NSPCC, however they are operating with two different numbers whilst offering the same services, and thus creating redundancies</p>	<p>Clear and consistent message</p>
<p><b>Childline – part of NSPCC</b></p>  <p>ChildLine 0800 1111</p>	<p>Public</p> <p>Audience: Children and young people (under 19)</p>		<p>Free national helpline offering on the phone confidential counselling service</p>	<p>Sexually abused children</p>	<p>Helping children socialise</p>	<p>Strong network</p> <p>Close partnerships</p>	<p>Same as above</p>	<p>Recent rebranding. Very strong and appealing visual identity.</p>

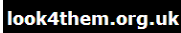

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Missing people</b></p> 	<p>Public / government</p> <p>Audience: Parents</p>	<p>The UK charity for missing people with very close links to national police</p>	<p>24 hour helpline for children</p> <p>ID service</p> <p>UK missing Map</p> <p>UK TV channel</p>	<p>Runaways</p> <p>Missing</p> <p>Reconnect people (adults) and family – message home</p>	<p>Parental counselling and support</p>	<p>Close ties with the ACPO (police)</p> <p>Funding and resources</p>	<p>Not specialised in missing children</p>	<p>Very good, strong, recognisable brand with a coherent look and feel</p>
<p><b>The Children's Society</b></p> 	<p>Public</p> <p>Audience: Children</p> <p>Young people</p> <p>Parents</p> <p>Government</p>	<p>Provides support for the forgotten children</p>	<p>Campaigning</p> <p>Training and consultancy</p> <p>Direct services to children and young people</p> <p>Counselling</p> <p>Shelter</p> <p>Lobbying</p>	<p>Runaways on the street</p> <p>Disabled</p> <p>Refugee facing exclusion</p> <p>Children in trouble with the law</p>	<p>Refuge centres (no more government funding)</p> <p>Family support and children's centres</p>	<p>Policy and parliamentary work</p> <p>Research on runaways</p>		<p>Strong look and feel; Welcoming, contemporary identity</p>



Who are they?	Type of organisation / Audience	How do they position themselves ?	How do they offer it?	Primary area of expertise	Other areas covered / Extra information	Strengths	Weaknesses	Brand Health
<p><b>Barnados</b></p> 	<p>Public</p> <p>Audience: Children, young people and parents</p>	<p>Founded on Christian values over 130 years ago</p>	<p>Workshops</p> <p>Supporting young careers</p> <p>Fundraising</p> <p>Community support / work</p>	<p>Abuse; sexual and neglect</p> <p>Offers counselling</p>	<p>Adoption</p>	<p>Reputation and history is well established</p>	<p>No link to the police force; no means of tracing missing children</p> <p>Not very clear about what they do / how they can help</p>	<p>Clean and modern look and feel; clear identity</p>
<p><b>Reunite international</b></p> 	<p>Public; with close ties to the home office</p> <p>Audience: Parents</p>	<p>The leading UK charity specialising in international, parental child abduction</p>	<p>Advice, information and support to families suffering as a result of an abduction</p>	<p>International parental abduction and international custody disputes</p>	<p>Legal advisory panel consisting of a national and international network of lawyers</p>	<p>Partly funded by the Department for Constitutional Affairs, the Foreign &amp; Commonwealth Office and the Home Office.</p>	<p>They provide training to government officials but do not work together to retrieve missing children</p>	<p>Basic brand; not a very strong look and feel; logo is not easily recognisable.</p>



Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<b>British Red Cross</b> 	Public Audience: Parents and Government	The only charity that brings assistance without discrimination; alleviates human suffering	Appeals, fund raising and volunteer workers	Missing people; restore and maintain contact between families separated because of war and national disasters...	Care for the community, protecting people and their health in armed conflicts	Well established national and international network	The service is not available all the time	Strong brand due to historical importance
<b>Get connected</b> 	Public Audience: Children and young people (under 25)	Supports emotional and physical well being of young people in the UK	Free confidential helpline for runaways and throwaways	Abused children; connecting children with the right services concerning their problems ie. Social services	Emergency button for children to change the webpage and delete all traces of their visits.	They are not linked to any authority and therefore, children are more likely to trust the service	They can not act directly and have to pass the case on to the appropriate services	Clear identity; consistent use of logo and color scheme; very interactive








Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered / Extra information	Strengths	Weaknesses	Brand Health
<b>Shelter line</b> 	Public Audience: Children and young people	They don't just provide a roof, they provide a room; helping young people with mortgages and evictions	Emergency Helpline Housing support projects	Housing	Helps young people who are in the street find a place to sleep	Lobbying government to make changes	Not specialised in children issues	Not very appealing or clear
<b>Centre point</b> 	Public Audience: Young people	Improving the lives of socially excluded, homeless young people	Providing a range of accommodation based services (shelters and hostels)	Homeless young people	Foundation for life; a partnership which helps financially suffering young people	Creative community of staff; national development team	Dependent on voluntary funding	Nice, clean and consistent look and feel; street artist feel

Who are they?	Type of organisation.	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered	Strengths	Weaknesses	Brand Health
<p><b>Look 4 them</b></p> <p></p>	<p>Public</p> <p>Audience: Parents</p>	<p>A joint initiative of 8 organisations set up to make it easier to find offer advice and help missing children</p> <p>-missing people</p> <p>-salvation army</p> <p>-reunite</p>	<p>Website with links to organisations that have tracing services</p>	<p>Tracing missing people</p>	<p>None</p>	<p>Unifies 8 separate organisations</p>	<p>Not specialised in children</p>	<p>No brand to speak of</p>
<p><b>Railway children</b></p> <p></p>	<p>Public</p> <p>Audience: Government, Parents</p>	<p>Children living on the streets</p>	<p>Various projects, events and fundraising (depending on countries)</p>	<p>Children living on the streets; especially near rail stations</p>	<p>None</p>	<p>40 partner organisations worldwide</p>	<p>Not a very big presence in the UK, concentrates mostly on foreign children</p>	<p>Very good; striking and recognisable with strong imagery</p>

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered / Diverse information	Strengths	Weaknesses	Brand Health
<b>Safe @ last</b>  	Public  Audience: Parents	The voice of runaway children	Free helpline services every day of the week	Runaways and throwaways	MISPER; missing persons scheme (prevention)	Good network; connected to railway children and the NSPCC	Local initiative located in Yorkshire, Nottinghamshire, and Derbyshire	Not very recognisable
<b>International Social Services</b>  	Government/Public  Audience: Parents	A unique charity which works in partnership with statutory and voluntary agencies in the UK and around the world	Promote and protect the rights of children with the help of other UK and international agencies	Internationally tracing and reuniting families	N/A	International network	Entirely reliant on their own funding efforts	Reasonable branding; a coherent look and feel; however not very striking or memorable

Who are they?	Type of organisation / Audience.	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered / Diverse information	Strengths	Weaknesses	Brand Health
<b>Salvation Army</b> 	Public Audience: Parents	Deeply religious organisation which is looking out for people with social issues	Tracing service Children's homes Child contact centres	Abused and neglected children	Various social and ethical issues	Operates in over 100 countries	Not at all specialised in missing people	Out dated
<b>Aberlour</b> 	Public Audience: Young people and children	Helping and supporting young people in Scotland	Project work	Supporting children affected by disabilities, drugs and alcohol	Promoting the well being and development of young people	Dedicated workers	Local initiative	Fresh, clean identity

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered / Extra information	Strengths	Weaknesses	Brand Health
<p><b>Save the children</b></p> 	<p>Public</p> <p>Audience: Parents</p>	<p>Working to correct the fundamental wrongs that affect children</p>	<p>Policy campaigning</p> <p>Pragmatic advice</p> <p>Emergency response</p>	<p>Starving and abused children</p>	<p>N/A</p>	<p>Uk and international organisations</p>	<p>Not specialised in any sector; tries to do everything and anything.</p>	<p>Very strong identity however unclear use of colour</p>
<p><b>PACT</b></p> 	<p>Public</p> <p>Audience: Parents, government, other organisations</p>	<p>The specialist in parental abduction</p>	<p>Campaigning</p> <p>Research</p>	<p>Parental abduction</p>	<p>Missing children</p>	<p>Close links to government and law enforcement</p>	<p>Not a large organisation therefore has little resource</p>	<p>Confusing</p>
<p><b>Who cares</b></p> 	<p>Public</p> <p>Audience: Parents and Children</p>	<p>National charity working to improve public care</p>	<p>Promote the cause via magazines, events, awards</p>	<p>Offers help and support to children who are in residential or foster care</p>	<p>N/A</p>	<p>Works in partnership with local authorities</p>	<p>Only for children looked after by the state</p>	<p>Weak – no clear brand image</p>

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered / Extra information	Strengths	Weaknesses	Brand Health
<p><b>Child exploitation and online protection</b></p> 	<p>Police</p> <p>Audience: Parents, children, law enforcement agencies; government</p>	<p>Part of UK police and is dedicated to protecting children from sexual abuse</p>	<p>Tracking and bringing offenders to justice either directly or with local and international law enforcement; works closely with children and parents</p>	<p>Sexual abused children</p>	<p>Online protection</p>	<p>Part of UK police</p> <p>Affiliated with other organisations such as Think U Know and Most Wanted</p>	<p>No public profile</p>	<p>Fairly consistent branding, colour scheme; Partners with organisations adding to credibility / effectiveness, but weakens the brand presence</p>
<p><b>End child prostitution</b></p> 	<p>Public</p> <p>Audience: Government</p>	<p>A leading children's rights organisation, campaigning against the commercial, sexual exploitation of children in the UK</p>	<p>Campaigning Lobbying Workshops Networking</p>	<p>Child prostitution</p>	<p>N/A</p>	<p>Close links to unicef</p>	<p>N/A</p>	<p>N/A</p>

# Further Analysis

## Breaking down the overview into its component parts

### 1. Audience matrix

The Audience Matrix defines which groups of people are offered help by each organisation. At an overview level, both the segmentation gap and the segmentation overlap are identified. The matrix also demonstrates the differentiation between those organisations which are specialised, and those which offer a more robust service, catering to multiple audiences within the missing children's sector

### 2. Service matrix

The Service Matrix shows a breakdown of all the support services offered by each organisation (chosen based on the organisation's prominence throughout the category). The overview of services reveals the massive duplication of offerings as well as the territories which are the least represented. A definition for each of the service categories introduces the Service Matrix section. Such definitions were necessary due to the variety of services existing in each segment. Following the Service Matrix are a set of other matrixes which further analyse the largest service segments (counselling, campaigning, and helplines).

### 3. Target matrix

The Target Matrix shows the types of missing children each organisation focuses on and have been broken down into Abductions, Missing, Throwaways and Runaways, Abused, and Sexual exploitation. For a definition of these terms please see slides 9-10. Again, examining the organisations from an overview perspective allows the easy identification of the overlaps and gaps that exist within the category.

# Audience Matrix

## Who are they aimed at? (1)

	Children	Parents	Law enforcement	Government	General public (awareness/ funding)	Other (health, legal etc)
<b>NSPCC</b>	X	X		X	X	
<b>Childline</b>	X					
<b>Missing People</b>		X	X		X	
<b>The Children's Society</b>	X	X		X	X	
<b>Barnados</b>	X				X	
<b>Reunite International</b>		X		X		X
<b>British Red Cross</b>		X		X	X	
<b>Get Connected</b>	X					
<b>Shelter</b>	X					
<b>Centrepont</b>	X					



# Audience Matrix

## Who are they aimed at? (2)

	Children	Parents	Law enforcement	Government	General public (awareness/ funding)	Other
Look 4 Them		X				X
Railway Children		X			X	
Safe at Last		X				
International Social Services		X		X		
Salvation Army		X		X	X	
Aberlour	X			X		
Save the Children	X			X	X	
PACT		X		X		X
CEOP		X	X		X	X
The Who Cares Trust	X	X		X		

## Audience Matrix: Single Slide Overview

	Children	Parents	Law enforcement	Government	General public	Other
NSPCC	X	X		X	X	
Childline	X					
Missing People		X	X		X	
The Children's Society	X	X		X	X	
Barnados	X				X	
Reunite International		X		X		X
British Red Cross		X		X	X	
Get Connected	X					
Shelter	X					
Look 4 Them		X				X
Railway Children		X			X	
Safe at Last		X				
International Social Services		X		X		
Salvation Army		X		X	X	
Aberlour	X			X		
Save the Children	X			X	X	
PACT		X		X		X
CEOP		X	X		X	X
The Who Cares Trust	X	X		X		
Centrepont	X					

# Audience Matrix

## Key Learning -

Whilst there are many small voluntary organizations targeting their work to specialised audiences, there are none that can offer useful services to all the stakeholders in the territory, as with the NCMEC in America.

The NRC could provide just such a central point, helping not only serve the specific needs of the different targets but to provide a larger, centralizing function by linking them to each other formally.

# Service Matrix

## Defining segmentation

For the purpose of this study, each of the service segments have been defined as the following:

**Helpline:** a contact centre providing an outward facing, tailored advice service to citizens to help manage and resolve issues surrounding missing children. There are varying types of helplines, with both service gaps and overlaps. Therefore this matrix is based on (1) operating times, (2) fees paid for service, and (3) target audience, in order to further reveal differentiation within the service area

**Campaigning:** actively pursuing children's rights, whether it be in private, public, or government spheres. While this section isn't as easily defined as others, it has been segmented according to (1) research, (2) international activity, (3) policy, and (4) other

**Counselling:** offering emotional support and advice to parents, children, and others who have been affected by issues relating to missing and exploited children. It is the most prominent of all the services offered by charities examined in this study, however it is also the most diverse with regards to depth, delivery, consistency, and actual services provided. It has been segmented according to the target audience, and the type of service provided

**Lobbying:** Actively trying to influence the policy and parliamentary work around missing and exploited children

**Workshops:** providing seminars, or a series of meetings aimed at teaching and training people who are either working with, or have been affected by, missing children

**Fundraising:** actively seeking money to support and help missing children

**Tracking services:** services or technology which help to locate missing children

**Shelter:** providing temporary accommodation for children in need

**Legal:** advice surrounding the laws, rules, and polices surrounding missing children

# Service Matrix

What services does each organisation offer? (1)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Tracking services	Lobbying	Legal	Fundraising
NSPCC	X	X		X			X		
Childline	X	X							
Missing People	X	X				X			X
The Children's Society		X	X	X	X		X		
Barnados		X		X	X		X		X
Reunite International		X					X	X	
British Red Cross				X		X			X
Get connected	X	X		X					
Shelter	X		X		X		X		
Centrepoint		X	X						

# Service Matrix

What services does each organisation offer? (2)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Lobbying	Legal	Tracking services	Fundraising
Look 4 Them		X						X	
Railway Children				X		X			X
Safe at Last	X	X	X						
International Social Services		X				X	X	X	
Salvation Army		X	X					X	
Aberlour		X			X				
Save the Children		X		X	X	X			X
PACT		X		X		X	X		
The Who Cares Trust				X					
CEOP		X		X	X		X		

# Service Matrix: Single Slide Overview

	Helpline	Counselling	Shelter	Campaigning	Workshops	Tracking services	Lobbying	Legal	Fundraising
NSPCC	X	X		X			X		
Childline	X	X				X			
Missing People	X	X				X			X
The Children's Society		X	X	X	X		X		
Barnados		X		X	X		X		X
Reunite International		X		X			X	X	
British Red Cross						X			X
Get connected	X	X		X					
Shelter	X		X		X		X		
Look 4 Them		X				X			
Railway Children				X			X		X
Safe at Last	X	X	X						
International Social Services		X				X	X	X	
Salvation Army		X	X		X	X		X	
Aberlour		X			X				
Save the Children		X		X	X	X			X
PACT		X		X			X	X	
Centrepoint		X	X						
The Who Cares Trust				X					
CEOP		X		X	X			X	

## Service Matrix Segmentation : Helpline

Helpline	Free	Pay	24 hours	Non-24 hr	N/A	Children	Parents	General public
NSPCC	X				X			X
Childline	X				X	X		
Missing people	X		X			X		
Get connected	X				X	X		
Shelter	X				X	X		
Look 4 Them								
Safe at Last	X			X				X



## Service Matrix Segmentation : Counselling

Counselling	Parents	Children	Parents and children	N/A	Emotional support	Advice and information	Other	N/A
NSPCC			X		X			
Childline		X			X	X		
Missing people	X					X		
Children's Society				X				X
Barnados				X				X
Reunite international	X					X		
Get connected		X			X			
Look 4 Them				X				X
Salvation Army				X	X	X		
Safe at Last		X			X	X		
International Social services			X			X		
Aberlourr				X				X
Save the Children				X				X
PACT				X				X
Centrepoint		X			X	X		
CEOP			X		X	X		

## Service Matrix Segmentation : Campaigning

Campaigning	Research	International	Policy	Other	N/A
NSPCC			X		
Children's Society	X		X		
Barnados			X		
Reunite international	X	X			
Get connected					X
Railway Children		X			
Save the Children		X	X		
PACT	X		X		
The who cares trust					X
CEOP					X

# Service Matrix Segmentation

## What services does each organisation offer? (1)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Lobbying	Legal	Tracking services	Fundraising
<b>NSPCC</b>	Child protection line for adults worried about children	Support for children and parents via therapeutic sessions and young people centres etc		Unspecified		Campaigns for children's rights (public policy issues).			
<b>ChildLine</b>	Free and confidential helpline for children	Unspecified						Unspecified	
<b>Missing People</b>	24 hour helpline for children only	Parental counselling and support						ID service and UK missing persons map	Unspecified
<b>The Children's Society</b>		Family support and children's centres	Unspecified	Campaigning and independent research	Training and consultancy services	Policy and parliamentary work			
<b>Barnardos</b>		Unspecified		policy and research team	Work with families to create a safer place for children to live in	Unspecified			Unspecified

# Service Matrix Segmentation

## What services does each organisation offer? (2)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Lobbying	Legal	Tracking services	Fundraising
<b>Reunite international</b>		Advice support and information		Unspecified		Research and publications	International advisory panel		
<b>British red cross</b>								Restore contact between those separated by conflict and disaster	Unspecified
<b>Get connected</b>	Free and confidential	Emotional support		Unspecified					
<b>Shelter</b>	Free housing advice helpline		Unspecified		Housing support projects	Unspecified			
<b>Centre point</b>		Partnerships which help financially suffering young people	Unspecified						

# Service Matrix Segmentation

## What services does each organisation offer? (3)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Lobbying	Legal	Tracking services	Fundraising
<b>Look 4 Them</b>		Provided by Missing people						Provided by the salvation army	
<b>Railway Children</b>				International children's rights		Unspecified			Unspecified
<b>Safe at Last</b>	Free helpline service every day of the week	MISPER: understanding and helping young runaways	Safe place refuge, temporary accommodation						
<b>International Social services</b>		Social worker				Unspecified	Unspecified	Unspecified; provided through the Salvation Army	
<b>Salvation Army</b>		Unspecified	Unspecified				Unspecified	People which have gone missing due to armed conflict or a natural disaster	

# Service Matrix Segmentation

## What services does each organisation offer? (4)

	Helpline	Counselling	Shelter	Campaigning	Workshops	Lobbying	Legal	Tracking services	Fundraising
<b>Aberlourr</b>		Unspecified			Local projects				
<b>Save the Children</b>		Unspecified		Policy and emergency response	Class room tools and activities	Unspecified			Unspecified
<b>PACT</b>		Unspecified		National campaigning and Research		For law and policy around missing children in the UK	Unspecified		
<b>The who cares trust</b>				Unspecified					
<b>CEOP</b>		Unspecified		Unspecified	Unspecified		Unspecified		

# Service Matrix

## Key Learning -

There is a massive duplication of services throughout the sector, with not one organisation specialising in only one service, whilst only 25% of organisations offer more than 4 services.

30% of the organizations covered here run a helpline. *A Postcode Lottery* identified 12 separate national helplines in the UK dedicated to either runaway or non-runaway kids (2006 data). Particularly with non-runaway lines, there is a duplication of services, and a national resource centre would be well placed to direct the respective focuses of these lines towards useful specialization.

# Target Matrix

Types of missing children covered by the organisation: (1)

	Abductions	Missing (lost, injured)	Throwaways and Runaways	Abused	Sexual exploitation
<b>NSPCC</b>				X	X
<b>Child line</b>				X	X
<b>Missing People</b>	X	X	X		
<b>The Children's Society</b>			X	X	X
<b>Barnados</b>				X	X
<b>Reunite International</b>	X				
<b>British red cross</b>	X	X			
<b>Get connected</b>				X	
<b>Shelter</b>		X	X		
<b>Centre point</b>		X	X		



# Target Matrix

Types of missing children covered by the organisation: (2)

	Abductions	Missing (lost, injured)	Throwaways and Runaways	Abused	Sexual exploitation
Look 4 Them	X	X			
Railway Children			X		
Safe at Last			X		X
International Social Services	X	X			
Salvation Army				X	
Aberlour				X	
Save the Children				X	X
PACT	X	X	X		
CEOP				X	X
The Who Cares Trust				X	

# Target Matrix: Single Slide Overview

	Abductions	Missing (lost, injured)	Throwaways and Runaways	Abused	Sexual exploitation
NSPCC				X	X
Child line				X	X
Missing People	X	X	X		X
The Children's Society			X	X	X
Barnados				X	X
Reunite International	X				
British red cross	X	X			
Get connected				X	
Shelter		X	X		
Look 4 Them	X	X			
Railway Children			X		
Safe at Last			X		X
International Social Services	X	X			
Salvation Army				X	
Aberlour				X	
Save the Children				X	X
PACT	X	X	X		
CEOP				X	X
The Who Cares Trust				X	
Centre point		X	X		

# Target Matrix

## Key Learning -

There is no single organization offering services to every kind of missing child. The value of such an organization in its ability to provide consistent and comprehensive information and support is amply illustrated by the continued success of the NCMEC in America. There is also the danger that the focus of UK organizations on their specialist targets may be arbitrary since not directed on a national level, therefore not reflecting the actual needs of the groups themselves.

30% abductions

35% missing

35% runaways

45% abused

25% sexual exploitation

25% abduction & missing

20% missing and runaways

5% abducted and sexually exploited

# Key Learnings

UK Landscape Analysis

# UK Landscape

## Key Learnings

The landscape audit shows the:

- General lack of strong branded presence
- Huge number of charities operating within the sector, most of which are small and have a minimal impact
- Massive duplication of services preventing clarification and consolidation
- Unclear leadership – there isn't one charity that stands out as being the best
- Trend toward specialist services which only work with certain types / instances of missing children (adding further fragmentation)
- Low numbers of charities that collaborate with both the government and police

# UK Landscape

## The overall picture

### Weaknesses

- There are too many organisations offering helplines
- Not many organisations are solely specialised in missing children
- Hardly any organisations have links to law enforcements
- Some services are only available during working hours
- Not enough organisations take any real action
- Most are dependent on spontaneous funding and have no reliable resource
- There are too many local initiatives and few national campaigns

### Strengths


- Well established networks, local and international
- Very good local initiatives
- Dedicated work force
- Campaigning and lobbying seems to be on most organisations agendas

### Brand Health

- No real brands – use of logos and colour themes are frequent but no core message
- Most organisations have a distinctive look and feel however the others have no identity to speak of
- Not very appealing

# Best-in-Class

Understanding the NCMEC in America

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>National Center for Missing &amp; Exploited Children</b></p> 	<ul style="list-style-type: none"> <li>Private non-profit;</li> <li>Operates under congressional mandate;</li> <li>In cooperation with Dept. of Justice</li> <li>Coordinates with law enforcement, social-service agencies, elected officials, judges, prosecutors, educators, public &amp; private sectors</li> </ul>	<p>'Nationwide support services for families and professionals in the prevention, investigation, and prosecution of abducted, endangered, and sexually exploited children'</p>	<ul style="list-style-type: none"> <li>Imaging/identification services;</li> <li>Amber alert;</li> <li>Case Analysis;</li> <li>Child-protection education and prevention;</li> <li>CyberTipline</li> <li>Exploited child unit</li> <li>International computer network</li> <li>International division</li> </ul>	<p>Abducted, endangered, and sexually exploited children;</p> <p>Locate and recover missing children;</p> <p>Raise public awareness;</p> <p>Prevent child abduction / sexual exploitation</p> <p>Act as a 'national voice'</p>	<ul style="list-style-type: none"> <li>Manage website about sexually exploited children / pornography <a href="http://www.cybertiponline.com">www.cybertiponline.com</a></li> <li>manages MissingKids.com;</li> <li>Trains professionals in US, Canada, and UK</li> <li>Data collection</li> <li>Analysis</li> <li>Research</li> <li>Policy formation</li> </ul>	<ul style="list-style-type: none"> <li>Breadth of services (has the capacity to make it a one-stop-shop)</li> <li>Strong connections with centralised law enforcement agency (FBI)</li> <li>Involve a number of people with various skills – does well to make them feel included (legal teams, retired law enforcement, etc)</li> </ul>	<p>24/7 hotline isn't immediately recognisable on website</p> <p>Uncertain about the levels of public awareness concerning the existence of the centre</p>	<p>Very strong brand image, with clear organisational structure as well as audience and service segmentation;</p> <p>NCMEC brand supports a number of smaller, service orientated sub-brands such as cybertiponline and Netsmartz</p>



Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
www.missingkids.com	<ul style="list-style-type: none"> <li>▪Website to NCMEC</li> </ul>		<ul style="list-style-type: none"> <li>▪Legal resources &amp; education</li> <li>▪Lost Child Alert Technology Resource (LOCATER)</li> <li>▪Missing children's division</li> <li>▪Netsmartz Workshop (how to stay safer whilst on the internet);</li> <li>▪Photo and poster distribution;</li> <li>▪Project ALERT (America's law Enforcement Retiree Team);</li> </ul>			<ul style="list-style-type: none"> <li>▪Clear architecture</li> <li>▪Stakeholders can easily understand how to use the website for type of info they need</li> <li>▪Lets anyone who visits the site be proactive / help find missing children</li> <li>▪Uses prime space to advertise missing kids</li> </ul>		

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths
<p><b>National Center for Missing &amp; Exploited Children</b></p> <p>(continued)</p>			<ul style="list-style-type: none"> <li>▪ Team Adam (sends special experts to crime scenes);</li> <li>▪ Training</li> <li>▪ Publications</li> </ul>		<ul style="list-style-type: none"> <li>▪ National contact point</li> <li>▪ Emergency shelter programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ International (have an international department)</li> <li>▪ Offers training to people working in the field)</li> <li>▪ Manages special technology in partnership with law enforcement</li> <li>▪ Distributes pictures of missing kids – work with a number of stakeholders (Wal-Mart to hotels)</li> <li>▪ Offers people a way to help</li> <li>▪ Provides parents with training</li> <li>▪ Narrowly segments each issue – clarifying boundaries / responsibilities / stakeholders / systems / resources</li> <li>▪ Makes it clear and easy for various stakeholders to understand how to use organisation</li> <li>▪ Backed by 30 years of government legislation (UK is missing this)</li> </ul>

# National Centre for Missing and Exploited Children, USA

## Background:

'NCMEC was established in 1984 as a private, non-profit organization to provide services nationwide for families and professionals in the prevention of abducted, endangered, and sexually exploited children.'

- [www.ncmec.org](http://www.ncmec.org)

**Today it has a successful child recovery rate of between 62- 96%**

## Positioning statement

'Nationwide support services for families and professionals in the prevention, investigation, and prosecution of abducted, endangered, and sexually exploited children'

## Objectives

- Serve as a clearing house for any data / information on missing children
- Act as a single national voice for policy formation and advocacy
- Be a national contact point for anyone working to recover a missing child
- Activate / manage the Amber Alert
- Collect and analyse data as well as conduct research on missing children
- Manage the Missingkids website
- Offer training and technical assistance to professionals working with children or working to protect / find children
- Distribute campaigns / photographs of missing children worldwide

# NCMEC

## Defining a missing child

The NCMEC's has **defined circumstances** for when a child is considered missing and the **criteria for specific types** of missing children.

Because of this **clear segmentation** they can effectively **collect data, conduct research and make informed recommendations** concerning the most effective ways to help missing children.

They also have a greater understanding of the **types of missing children** which are **most common**, and those which **receive the greatest benefits** from the centre.

As a result, the NCMEC can also **effectively alter its services, practices and policies** to best fit the sector need.

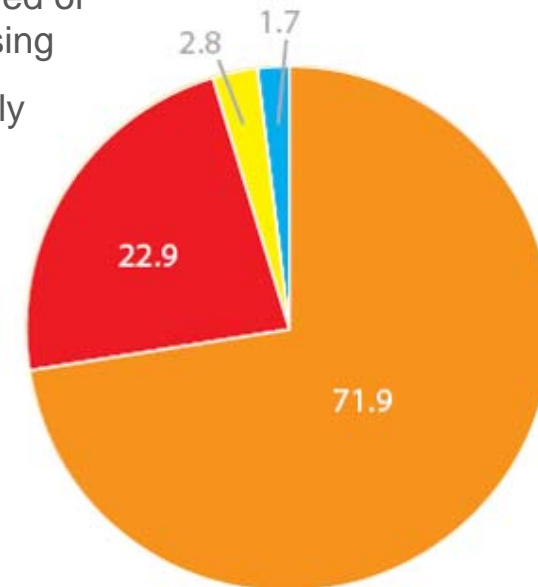
Of the children reported missing to the NCMEC:

**71.9%** endangered runaways

**22.9%** family abductions

**2.8%** lost, injured or otherwise missing

**1.7%** non-family abductions



# NCMEC Timeline

1930's-1970's	1980	1982	1990	1997	2003	2005	2007
Substantial academic research was carried out on missing children	Parental Kidnapping Act recognised at a federal level (UFAP)	Missing Children Act creates special missing-child file within the FBI's National Crime Information Center	Adam Walsh Center merges with NCMEC  NCMEC reaches recover rate of 62%  National Child search Assistance Act mandates immediate action on missing child cases, immediate case entry into the FBI, and names the NCMEC as the liaison with LE on these cases	Jimmy Ryce Law Enforcement Training Center opens at NCMEC  Congressional Caucus on Missing, Exploited and Runaway Children is founded  Exploited Child Unit is established within the NCMEC	Creation of a nationally coordinated AMBER ALERT Network  100 <sup>th</sup> child is recovered as a result of the AMBER ALERT  NCMEC employs over 260 people with offices in 6 states	Hurricane Katrina Hotline takes more than 34,000 calls  AMBER ALERT adopted in last of 50 states  Child Victim Identification Program has more than 250 identified child victims	Child Victim Identification Program has more than 1,000 identified child victims  NCMEC establishes a Special Analysis Unit to help identify and locate noncompliant registered sex offenders  NCMEC launches NetSmartz411

1975	1981	1984	1993	1998	2002	2004	2006
National Statistical Survey on Runaway Youth conducted	First NATIONAL Symposium on Exploited and Victimized Children  Adam Walsh Outreach Center for Missing Children is established in Florida as a resource for families	President Regan opens NCMEC  National 24-hour Hotlines is created at NCMEC  Missing Children's assistance Act establishes a national clearinghouse of information at the NCMEC	International Parental Kidnapping act	NCMEC establishes International Centre for Missing and Exploited Children  CyberTipline is launched  First AMBER ALERT recovery	First Whitehouse Conference on Missing Exploited and Runaway Children  NCMEC establishes Child Victim Identification Program  <i>Worth</i> magazine names NCMEC as one of America's best charities	CyberTipline receives 200,000 <sup>th</sup> sexual exploitation report  NCMEC celebrates 20 <sup>th</sup> year anniversary  NCMEC recovery rate is more than 94%	NCMEC recover rate tops 96%  CyberTipline takes 400,000 <sup>th</sup> child sexual-exploitation report  New child sex offender database is created

The 30 year history of nationwide policy has created a coordinated environment which creates the resources, funding, cooperation and authority necessary to effectively recover and protect missing children.

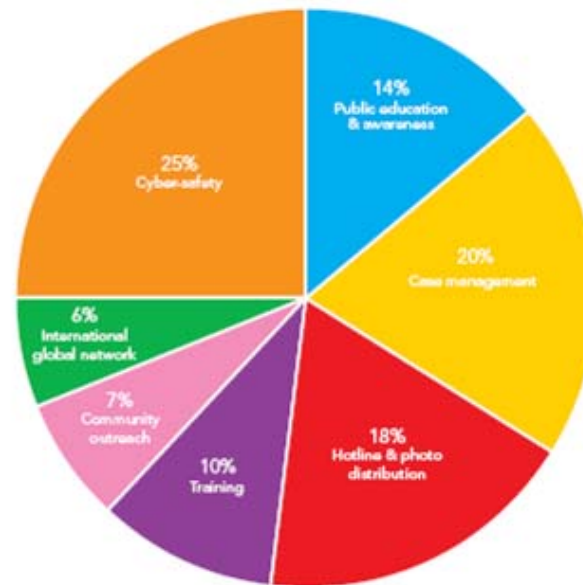
# NCMEC

## Organisational structure

Through **clearly defining their reach, segmentation, and services**, the NCMEC has been able to understand the usage patterns of their services, and therefore can **allocate funding accordingly**.

Uneven distribution of funds and resources, and a lack of understanding about the most needed / beneficial services are some of the biggest problems facing the UK.

NCMEC 2007 distribution of programme funds

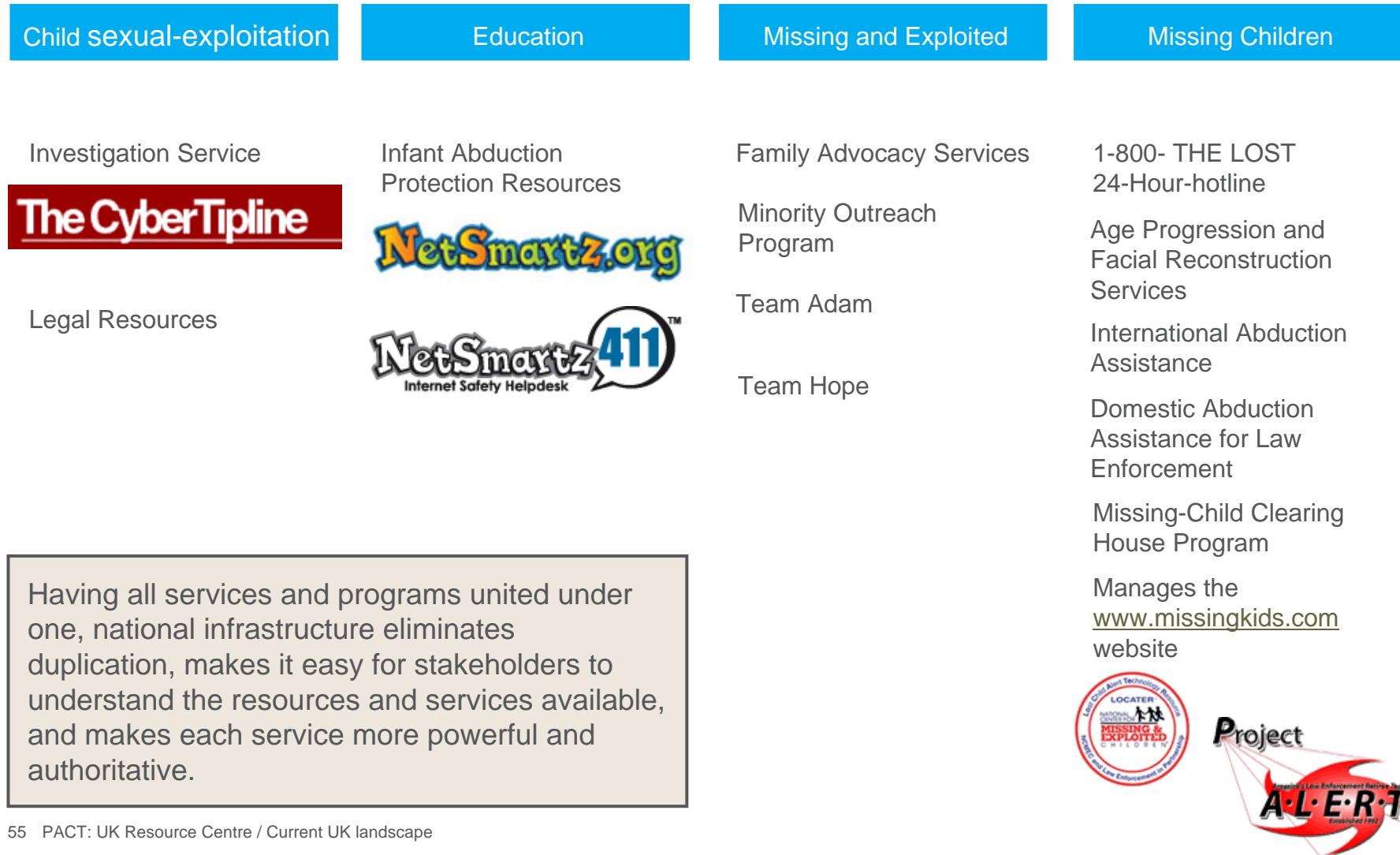


- 25% Cyber-safety
- 20% Case management
- 18% Hotline & photo distribution
- 14% Public education and awareness
- 10% Training
- 7% Community outreach
- 6% International global network



# NCMEC

## Organisational framework



# NCMEC

## Organisational framework – branded presence



([www.missingkids.com](http://www.missingkids.com))

Within the NCMEC there are specific programmes which have a strong individual presence. Acting as sub-brands to the NCMEC, these organisations offer services which could be used in-conjunction with other services from the resource centre, or entirely on their own.

The benefit of this is that it creates clear organisational sub-sections, making it clear what aspects of the resource centre are consumer facing and enabling easier navigation all around.



# Missingkids.com

## Navigable and user-friendly interface

### Strengths

- Help Now is the main call out, to engage all website visitors to help find / look for missing children
- The prime banner space is well utilised by displaying pictures of actual missing children
- Audience segmentation is also clearly labelled in prime navigational space to quickly allow various users to understand how the website can help them specifically
- Homepage is very interactive, and immediately relays the depth of service

### Weaknesses

- 24-hour helpline is not displayed on homepage
- Depending on the type of usage, and who the primary web visitors are, an immediate call out offering people help in finding a missing child would be helpful

**NATIONAL CENTER FOR MISSING & EXPLOITED CHILDREN**

Home About Us Supporters Training Site Search News & Events

**ALERT! Have you seen these children?**

**YASMINE ACREE**  
Missing since:  
Jan 15, 2008  
CHICAGO IL

**LANE SVITTS**  
Missing since:  
Jan 26, 2008  
MARENGO OH

**ANGEL AMESQUITA**  
Missing since:  
Feb 13, 2008  
CARSON CA

[more...](#)

**Quick Search for Missing Children**

Female  Male

Select a State (USA only)

Missing within  Year(s) [>>](#)

[More search options](#)

**Child Identification: What Parents/Guardians Should Know**  
*Get NCMEC's Best Practices Guide for Child ID Kits and other resources.*  
[Click here.](#)

**Featured Services**

**NetSmartz411**  
Parents' and guardians' premier, online resource for answering questions about Internet Safety, computers, and the Web.

**LOCATER**  
Program to distribute resources to law enforcement to speed the dissemination of posters of missing children

**Team Adam**  
On-site response and support system that provides assistance to local law-enforcement agencies

[More Services](#)

**Featured Publications**

**The Front Line**  
NCMEC's quarterly technical-assistance bulletin

**Just in Case...Missing**  
Steps to prepare in case your child might someday be missing

[More Publications](#)

**Global Network**

[Learn More](#)

**Language**

English [v](#)

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# NCMEC

## Clearly defined and logical website architecture

The website has very clear organisational architecture which effectively communicates the breadth and depth of services as well as making it easy for everyone find the services relating to them.

### Help

- Proactive approaches for anyone / everyone to help find missing children
- Pictures of missing children in main banner space
- Help Now – prompts in giving people information they want to know

### Resources

- Parents & Guardians
- Law enforcement
- Childcare providers
- Attorneys
- Media

### Topics of focus

- [If Your Child Is Missing](#)
- [Sexual Exploitation](#)
- [Child Safety](#)
- [Sex Offenders](#)
- [Success Stories](#)
- [Natural Disasters](#)

### Featured Services

#### Child-sexual exploitation

- Child Sexual Exploitation Investigation Service
- CyberTipline
- Legal Resources of Child Sexual Exploitation Cases

#### Education

- Infant Abduction and Prevention Resources
- NetSmartz
- NetSmartz411

#### Missing and Exploited

- Family Advocacy Services
- Minority Outreach Program
- Team Adam
- Team Hope

#### Missing Children

- 24-hour Hotline
- Age Progression and Facial Reconstruction Services
- Domestic Abduction Case Assistance
- Family Reunification Services
- International Abduction Assistance
- LOCATER
- Missing-Child Clearing House Program
- Project ALERT
- Missing Kids Website
- Poster distribution
- International centre for missing & exploited kids

↳ landscape

### News/Events

- Links to news stories such as, 'Google builds software tools to help find missing children.'
- RSS feeds
- Relevant links / stories
- Upcoming events
- News archive

### Publications

- Various reports, guides, advice, and information documents relevant to America

### Global network

- Websites of international arms

### Campaigns

- Wireless Amber Alerts on your mobile
- Think Before You Post
- Don't Believe the Type
- etc

### Featured Partners

- Cannon
- Quest
- News Corp
- Wal-mart
- Microsoft
- etc

# NCMEC

## Comprehensive target coverage

Audience Segmentation	Children	Parents	Government	Law Enforcement	Other
Audiences Covered	X	X	X	X	Childcare professionals Attorneys Media

# NCMEC

## Superior statistical specificity

Due to the NCMEC's [clear definition of missing children](#), and their [nationwide database](#), they are able to [accurately assess clean data](#), and achieve statistics which give a [comprehensive overview of the problem](#), and allow the formation of [better policy and practice](#).

For instance, in a one year period, the NCMEC can accurately claim that:

- 797,500 children were reported missing (an average of 2,100 of children a day)
- 1,682,900 children ran away or were thrown away
- 203,900 children were abducted by family members
- 198,300 were deemed to be involuntarily missing, lost or injured
- 58,200 children were abducted by non-family members

# NCMEC

## Review of Strengths

- Clear definitions which give way to detailed statistics, and a comprehensive understanding of the problem
- Regular research studies (NISMART)
- Ongoing federal funding
- Effective policies
- Breadth of services
- Strong connections with centralised law enforcement agency (FBI)
- Comprehensive target coverage (parents, politicians, law enforcement, children, attorneys, media, etc.)
- Backed by 30 years of government legislation (UK is missing this)
- International (have an international department)
- Offers specialist training (eg to parents and to professionals in the field)
- Manages special technology in partnership with law enforcement
- Able to utilize large network connections due to scale – eg, distribute pictures of missing kids – work with a number of stakeholders (Wal-Mart to hotels)
- Accessible and helpful to the general public
- Narrowly segments each issue– clarifying boundaries / responsibilities / stakeholders / systems / resources
- Makes it clear and easy for various stakeholders to understand how to use organisation clear organisational architecture

# NCMEC

## Key learnings

- Clear definitions allow for the formation of clean, accurate data and the subsequent formation of informed, effective policies
- One national centre creates coordinated effort, rather than fragmented, duplicated effort
- Having all services under one roof makes it easy for all stakeholder groups to access the relevant information and services
- Continued government funding provides reassurance for all policy and project initiatives
- One national hotline is effective and an important tool in the recovery/protection of children

# Other issues to consider

# Cases of Missing and Sexually Exploited Children

## Should these cases be dealt with by a UK national centre?

The growing problem of child trafficking in the UK is being dealt with across a number of agencies. The majority of cases involve children not of UK-origin, but the number of cases involving UK citizens is increasing, mainly girls. The United Kingdom Human Trafficking Centre is currently compiling a report on this.

- The key players in this area include –

The Home Office

The Department for Children, Schools and Families (DCSF)

Department of Health

Child Exploitation and Online Protection Centre (CEOP)

NSPCC

United Kingdom Human Trafficking Centre (UKHTC)

Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT UK)

and others.



# Moving Forward

A UK National Resource Centre for Missing Children

## Key Challenges: Organisational

There is obviously a huge gap for an agency such as the proposed National Resource Centre to fill. On a macro level, there is the need to provide an overarching system of sorts, akin to NCMEC, that rationalises and organizes the activities of all the stakeholders in this area. This would obviously necessitate entry at quite a high profile, in order to get the internal buy-in of all the stakeholders involved. On a functional level, the key functions of the NRC as defined by PACT would be to assist the countrywide effort in adopting a national approach across the following:

- A nationwide, on-going, bespoke **funding** program and its management
- National **co-ordination** of all stake holder services (police, government bodies, voluntary agencies, parents, children and legal, health and other specialist professionals)
- The establishment of national **minimum standards** that can begin to achieve clarity by first achieving consistency of definition, and secondly of quality levels in service offerings.
- The ability to **monitor and evaluate** nationally will be crucial for the on-going success of an organisation like the NRC.

## Key Challenges: Brand

On a brand level, the challenges for the NRC would include-

- Entry onto the scene as an established and credible force despite being new
- Entry onto the scene as a large, unifying, centralising entity
- Providing reassurance that the new body stands to benefit all existing stakeholders in some way
- Being accepted as **the** national leader in the area of missing children, establishing front-of-mind category ownership over time
- Balancing the backing of government (important for credibility) with the freedom and personality of an independent body (important for emotional connection, especially with the target audience of the children themselves)

# The Brand Union Positioning Spectrum

Key Learning: There are very few stakeholders operating at the emotional end of the spectrum



WHAT IT IS

HOW IT PERFORMS

HOW IT EXPRESSES ITSELF

HOW IT MAKES YOU FEEL

WHAT IT SAYS ABOUT YOU

Tangible

Intangible

# Landscape Map Brand Positioning



# Landscape Map Brand Positioning



It could be argued from this gap analysis that there is a gap in the market for an overarching entity that is broad in its remit and aggregating in its essential function – the kind of centralised, front-of-mind, emotionalised brand that the NRC could aim to be.

# Setting up the NRC

As we know, there are quite significant stakeholder barriers to involvement

## Barriers

- Insecure funding for local projects leading to lack of confidence
- Fragmented responsibility leading to confusion re: ultimate accountability
- Lack of leadership in government leading to lack of confidence in longer term policy or financial initiatives
- Lack of geographical 'centre' leading to unequal levels of involvement/accountability
- Poor coordination between police and charity sector leading to multiple agendas and poor relationships
- Duplication of services leading to a potentially territorial attitude
- An overall lack of reliable statistics leading to general confusion about how to solve the problem.

## A number of different roles to play

Given this complex picture and the number of stakeholder agendas involved, the establishment of the NRC would have to take place in a balanced and sensitive manner that appears to benefit the majority of those involved.

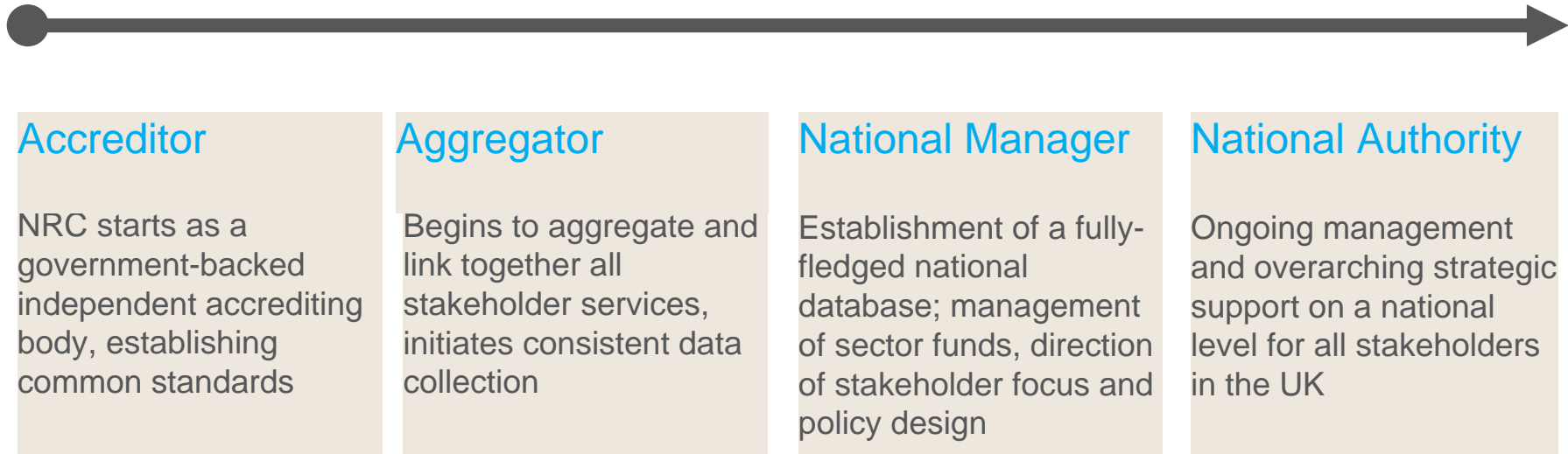
One option is to establish itself as a **high-profile accreditation body**, with explicit governmental backing (both strategically and financially), but an important degree of autonomy. The immediate task at hand would be to start to put in place standardised definitions of service provision as well as laying down minimum standards, and to take on the responsibility of then assessing each and every one of the service providing stakeholders against the new national criteria to judge for accreditation eligibility. Once accredited, every organisation would be treated as a trusted member of the NRC-fronted community, able to link easily with other stakeholders across geographies and specialties, share resources, and be a part of ongoing consultation regarding future policy.

A second option is to set up as primarily a **service provider on a national level**, aiming to achieve the creation of a standardised national database for missing children (akin to NCMEC's) that would be usable by all stakeholders. This would probably need to be heavily government-backed and funded in order to gain initial buy-in from stakeholder organisations to share data, change data collection practises alongside NRC set guidelines, and the continuing updating and management of the database.



## Potential migration scenario

Set along a timeline, it is quite possible that the NRC can achieve both these objectives, by treating one as a shorter-term and one as a longer-term vision in order to fulfil both organisational and brand positioning requirements. A potential migration scenario could therefore look like this:



# Draft Discussion Guides

Stakeholder Interviews for a National Resource  
Centre for Missing Children, UK

April, 2008

# Stakeholder Interviews

## Suggested Interviewees

We would recommend interviewing a selection of leading individuals from the following stakeholder groups :

- Parents
- Law enforcement agencies
- Voluntary organisations (up to four)
- Government bodies
- Optional: noted specialists (eg, legal or healthcare professionals)

# Parents

## Draft Discussion Guide

- Please describe your journey to us till date, detailing contact with any agency providing a service in the area of missing children
- Please describe the services you have actively sought and at which stages you have sought them.
- What are your views on – the voluntary sector? The police? The government departments? The specialist professionals?
- How well do you feel the various organisations and departments work together? Weakest links?
- Which resources have you found most helpful in your journey? Why?
- Which of the organisations do you feel is the most reassuring? What kinds of communications have you most felt a connection with?
- Which is the most effective?
- How do you feel about government-backing?
  - Does it influence your impression of an organisation whether it is privately or publicly funded?
- Which have you found least helpful?
  - Why?
  - How would you recommend improving them?
- How do you feel about the way the organisations (incl. police) talk about themselves?
  - Do they overpromise?
  - Are they able to deliver what they say they will?
- If a NRC were to be set up, what would you say should be its overarching priority?
- How would you personally hope to utilise such a resource?

# Non-Governmental Organizations

## Draft Discussion Guide

- How would you define the work that you do? What is the objective of your organisation?
- What are the main challenges you face today? Are they different from challenges you faced 5-10 years ago, and how?
- How are you different from (xxx equivalent charity) – what sets you apart?
- Who are your target audiences? What common motivators do they have?
- What are your core needs as an organisation?
- What are some of the resources you draw on on a regular basis?
- Please give us an overview of how you feel organisations work together in the area of missing children –
  - how well does the government work with voluntary agencies?
  - how well do agencies in your sector work with each other? Areas of weakness?
  - does the current landscape fulfil all the needs or are there missing players?
- How well do you feel parents' needs are fulfilled by your sector? Childrens?
- What do you think of the work your competitors/counterparts are doing? The range of services they provide? The standards they follow?
- Who has the best reputation in your sector? Why? Is this deserved?
- Do you feel organisations in your sector would benefit from formal accreditation?
- What would help you grow and achieve your goals?
- If a body like the NRC were to exist, what should be its central objective? Guiding principles to run it?
- What do you feel would be the major obstacles to its success?
- How would you envision utilising such a resource?

# Law Enforcement Agencies

## Draft Discussion Guide

- Please describe to us the work that you do and its remit within the context of all the other services offered in the missing children area.
- How much do you work with other law enforcement departments (local etc). How well do these relationships work? Areas of weakness?
- In what capacity do you work with voluntary agencies? What is the health of these relationships?
- In what capacity do you work with other government departments? What is the health of these relationships?
- How big do you think the funding issue really is? Do you feel the money is there and simply needs to be aggregated, or do you feel the sector is underfunded?
- What are your views on evolving police involvement in missing children from being mainly reactive and responsive to proactive and preventive?
- Is there a single line of accountability in what you do? Could this be improved?
- What do you see as being the benefits of a private/public partnership in this sector?
- Are there areas that you feel are off-limits to your remit, given the nature of your organisation?
- What specific services would help you achieve your goals more easily?
- If a body like the NRC were to exist, what should be its central objective? Guiding principles to run it?
- What do you feel would be the major obstacles to its success?
- How would you envision utilising such a resource?

# Government Departments

## Draft Discussion Guide

- Please describe in detail the work that you do and the remit of your work in relation to other government bodies also involved with missing children.
- What are the unique services provided by your department? How do you publicise them?
- Do you feel your services are sufficiently differentiated? Areas of overlap?
- How well do you work with other government departments in dealing with this issue? Areas of weakness?
- How well do you feel parents' needs are served by your existence? Children's? NGO's?
- What are the challenges facing government departments dealing with this issue today, and how are they different from 5-10 years ago?
- How do you think it would be possible to ensure ongoing funding for organisations and project work in this area?
- How do you feel that government bodies are perceived by others working in the area?
- Which government body would you say is the most highly perceived of? Is this justified?
- On a strategic level, which body or combination of bodies should hold (in your view) the responsibility for overall national policy and management?
- If a body like the NRC were to exist, what should be its central objective? Guiding principles to run it?
- What do you feel would be the major obstacles to its success?
- How would you envision utilising such a resource?

# Appendices



# Appendix 1

UK government agencies working on missing children

## Government departments involved in missing children”

Who are they?	What they do	Primary area of expertise
<b>Home Office</b>	Government department involved in solving missing persons cases. Missing cases are based on RISK ASSEMENT – whether dealing with adults or children. Has responsibility for missing persons and police performance in England and Wales.	Missing people
<b>Police National Missing Persons Bureau</b>	Set up in 1994 in response to the Council of Europe recommendation – collect and store data on missing people and unidentified corpses	Missing people
<b>National Police Improvement Agency</b>	Supports the police by providing expertise in information and technology	
<b>Department for Children, Schools and Families</b>	Responsible for policies which include the safeguarding of vulnerable children and children in care. Consolidated responsibility for young runaways and throwaways.	

## Government departments involved in missing children (2)

Who are they?	What they do	Primary area of expertise
<b>Foreign and Commonwealth office, child abduction section</b>	Deals with cases of international parental abduction – mostly non-Hague convention countries.	Parental child abduction
<b>Department of Constitutional Affairs</b>	The international child abduction and contact unit - OFFSOL	International child abductions
<b>Office of the official Solicitor and Public Trustee</b>	For missing children cases involving the Hague Convention in signatory countries	Missing children
<b>Department of Health</b>	DOH has responsibility for social services in England and Wales. Mainly runaway and throwaway children	Runaways Throwaways
<b>Association of Chief Police Officers (ACPO)</b>	An independent body which leads and coordinates national police policy. Funded by the Home Office and a contribution from the 44 police authorities.	


# Appendix 2


European organisations working on missing children

## European Agencies: Germany

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Kibs (Germany)</b></p> <p><a href="http://www.kibs.de">http://www.kibs.de</a></p>	<p>Funded by private organisations and government subsidies</p> <p>Audience: Parents; professionals (therapists, lawyers,); Ministry of justice; law enforcement; judicial authorities ( but has not signed official agreement); does not work with private sector / investigators</p>	<p>Protection and support for sexually exploited children</p>	<ul style="list-style-type: none"> <li>▪ Large-scale / preventative campaigns</li> <li>▪ Symposia , seminars, studies, etc.</li> <li>▪ Appeal on the local / regional press</li> <li>▪ Finding temporary accommodation</li> <li>▪ Personal guidance</li> <li>▪ Assistance in contacting official agencies</li> <li>▪ Guidance to specialised centres</li> <li>▪ After-care</li> </ul>	<p>Sexually exploited children:</p>	<ul style="list-style-type: none"> <li>▪ Sexual assault intra-family</li> <li>▪ Sexual assault extra-family</li> <li>▪ Child prostitution</li> <li>▪ Child pornography</li> <li>▪ Sex tourism</li> <li>▪ Trafficking in children</li> <li>▪ Helpline/hotline/tipline</li> <li>▪ Legal advice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Voluntarily works with law enforcement officials</li> <li>▪ Has a well rounded degree of services</li> <li>▪ Constrained to one area (sexual exploitation) but is very comprehensive</li> </ul>	<ul style="list-style-type: none"> <li>▪ Doesn't immediately contact law enforcement or judicial authorities</li> <li>▪ Has poor website</li> <li>▪ Not available 24 hours a day</li> </ul>	<ul style="list-style-type: none"> <li>▪ German based;</li> <li>▪ Website is only in German (unable to do comprehensive analysis of brand health)</li> </ul>


Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Lobby für Menschenrechte e.V.</b> <b>(Germany)</b></p>	<p>Financed by:</p> <ul style="list-style-type: none"> <li>Private donations</li> <li>Membership fee</li> </ul> <p>Audience:</p> <ul style="list-style-type: none"> <li>Cooperates with central authorities, law enforcement, judicial authorities,</li> <li>Does not cooperate with private sector</li> </ul>	<p>'In understanding that the issue of sexual abuse is still highly mystified and a taboo in the public or political awareness, the striking effects on the victims and society in general are not acknowledged, violence will escalate further under these circumstances and consequently it is imperative to combat.'</p>	<ul style="list-style-type: none"> <li>Offers a point of contact in the case of a child going missing</li> <li>Works with national and international agencies</li> <li>Immediately contacts law enforcement and works with them voluntarily (no contract has been signed)</li> <li>Does not provide contact with children</li> <li>Assistance in contacting official agencies</li> <li>Guidance to specialised centres</li> </ul>	<ul style="list-style-type: none"> <li>Missing children</li> <li>Sexually exploited children</li> </ul> <p><b>Specific to sexual assault</b></p> <ul style="list-style-type: none"> <li>Sexual assault intra-family</li> <li>Sexual assault extra-family</li> <li>Child prostitution</li> <li>Child pornography</li> <li>Sex tourism</li> <li>Trafficking in children</li> </ul>	<ul style="list-style-type: none"> <li>all forms of sexualised violence</li> <li>Helps find</li> </ul> <p><b>Preventative action:</b></p> <ul style="list-style-type: none"> <li>Symposiums, seminars, studies, etc.</li> <li>media (articles, press-releases, radio, talk-shows)</li> </ul> <p><b>Research</b></p> <ul style="list-style-type: none"> <li>Exchange of expertise</li> <li>Lobbying</li> </ul>	<ul style="list-style-type: none"> <li>Voluntarily cooperates with international organisations</li> <li>Works with law enforcement to share / gather information</li> <li>Immediately contacts law enforcement when informed of a missing child</li> <li>Raises awareness on a local / national / European / international level</li> </ul>	<ul style="list-style-type: none"> <li>Website is outdated, unclear and not – international</li> <li>No contact with children could possibly be a weakness</li> <li>Not available 24 hours a day</li> </ul>	<p>N/A (in German)</p> <p><a href="http://www.lobby-fuer-menschenrechte.de">http://www.lobby-fuer-menschenrechte.de</a></p> <ul style="list-style-type: none"> <li>Looks extremely outdated,</li> </ul>

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Elterninitiative Vermisste Kinder</b></p> <p><a href="http://www.vermisste-kinder.de/">http://www.vermisste-kinder.de/</a></p> 	<p>Financed by private donators, and is volunteer based</p>	<p><b>‘Publication of the picture of the missing child via internet and info-boards (Wal-Mart) - contact and staying in touch with the parents - the particular families will be supplied in many occasions e.g. talkings, organisation of other help.’</b></p>	<ul style="list-style-type: none"> <li>▪ Operate on a local, regional, national and international level</li> <li>▪ Works in cooperation with Central Authorities, Ministry of Foreign Affairs, Ministry of Home Affairs, Ministry of Justice, Embassies, Consulates</li> <li>▪ Cooperates with private sector</li> <li>▪ Photos on the internet</li> <li>▪ Helpline/hotline/tipline</li> </ul>	<ul style="list-style-type: none"> <li>▪ Missing children</li> <li>▪ runaway at national / international level</li> <li>▪ abduction by a third person at national /international level</li> <li>▪ national / international parental abduction</li> <li>▪ lost, injured or otherwise missing</li> <li>▪ missing unaccompanied migrant children</li> </ul>	<p>Preventative</p> <ul style="list-style-type: none"> <li>▪ <b>Large-scale campaigns</b></li> <li>▪ <b>Preventive campaigns aimed at specific people</b></li> </ul> <p><b>Awareness</b></p> <ul style="list-style-type: none"> <li>▪ Internet and Info-Boards by 95 Wal-Mart branch-offices</li> <li>▪ Personal guidance</li> <li>▪ Assistance in contacting official agencies</li> <li>▪ Guidance to specialised centres</li> </ul>	<ul style="list-style-type: none"> <li>▪ Available 24 hours a day</li> <li>▪ Voluntarily cooperates with law enforcement authorities</li> <li>▪ Cooperates with private sector (not private investigators)</li> <li>▪ Provides one-to-one contact with children</li> <li>▪ International involvement / cooperation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not international website</li> <li>▪ Does not immediately contact law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good website – although not international (no english version)</li> <li>▪ 24 hour number instantly available</li> <li>▪ Professional looking</li> <li>▪ Great deal of breadth and depth</li> </ul>

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Elterninitiative Vermisste Kinder</b> <b>(continued)</b></p> 			<ul style="list-style-type: none"> <li>▪Appeal for sightings or information on local tv</li> <li>▪Appeal on the regional tv</li> <li>▪Appeal on the national tv, local /regional / national press</li> <li>▪Age progression</li> <li>▪Tracker (dogs)</li> <li>▪Others: SMS and eCard - Info Service to submitted people like e.g. Truck-Driver</li> </ul>					



## European Agencies: France

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>Institut national d'aide aux victimes et de médiation (INAVEM)</b></p> <p><a href="http://www.inavem.org/">http://www.inavem.org/</a></p> 	<ul style="list-style-type: none"> <li>Financed by government subsidies and membership Fees (but services are free of charge)</li> </ul> <p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>Missing kids</li> <li>Law enforcement authorities</li> <li>Other organisations working in the same field</li> </ul>	<p>INAVEM is a collection of organisation which coordinates over 150 organisations that work in the field of child abductions</p> <p>INAVEM helps these various agencies / charities exchange information, resources, etc.</p>	<ul style="list-style-type: none"> <li>Voluntarily work with law enforcement agencies</li> <li>Offer children contact</li> </ul>	<ul style="list-style-type: none"> <li>Missing children</li> <li>Sexually exploited children</li> </ul> <p><b>Disappearances:</b></p> <ul style="list-style-type: none"> <li>abduction by a third person at national / international level</li> <li>national / international parental abduction</li> <li>lost, injured or otherwise missing</li> </ul> <p><b>Research:</b></p> <ul style="list-style-type: none"> <li>Operational methods</li> <li>Documentation centre</li> </ul>	<ul style="list-style-type: none"> <li>All person who estimates itself victim of a penal infringement</li> <li>Production and dissemination of posters</li> <li>Legal advice</li> <li>Guidance to specialised centres</li> <li>parent-victim assistance</li> <li>Legal advice/assistance</li> <li>Assistance in contacting official agencies</li> <li>Guidance to specialised centres</li> <li>After-care</li> </ul>	<ul style="list-style-type: none"> <li>They voluntarily cooperate with numerous law enforcement agencies such as; Central Authorities, Ministry of Foreign Affairs, Ministry of Home Affairs, Ministry of Justice, Embassies, Consulates</li> <li>Coordinate over 150 agencies</li> </ul>	<ul style="list-style-type: none"> <li>No English website</li> </ul>	<p>They have a strong brand which works on a national/international level, has strong links with the French government and works to coordinate over 150 organisations to share resources.</p> <p>However, they don't have an English website, and it is unclear how well their brand is applied through touchpoints, or at an international level</p>

Who are they?	Type of organisation / Audience	How do they position themselves?	How do they offer it?	Primary area of expertise	Other areas covered/ Extra information	Strengths	Weaknesses	Brand Health
<p><b>S.N.A.T.E. M. Allo Enfance Maltraitée</b></p> <p><a href="http://www.allo119.gov.fr">http://www.allo119.gov.fr</a></p>	<ul style="list-style-type: none"> <li>Financed by subsidies from the government</li> <li>Audience: Used by both children and adults who are dealing with issues around child abduction / sexual exploitation</li> <li>Work with local authorities, but don't appear to be a resource centre</li> </ul>	<ul style="list-style-type: none"> <li>Collect calls of children victim of abuses &amp; all persons confronted to situations of abuse</li> <li>transmit information to General Councils or Public Prosecutor,</li> <li>acts in order to prevent all kind of violence abuses.</li> </ul>	<ul style="list-style-type: none"> <li>Operates on a local / regional / national / international level</li> <li>Voluntarily shares information with central authorities, ministry of foreign affairs, home affairs and justice as well as embassies</li> <li>24hr helpline</li> <li>Immediately contacts law enforcement authorities</li> </ul>	<ul style="list-style-type: none"> <li>Missing children</li> <li>Sexually exploited children</li> <li>Runaway children on an national / international level</li> <li>Abduction by third person national / international level</li> <li>National parental abduction</li> <li>Lost &amp; Missing migrant</li> <li>Sexual assault intra-/extra family</li> <li>Child prostitution</li> <li>Child pornography</li> <li>Sex tourism</li> <li>Trafficking in children</li> </ul>	<ul style="list-style-type: none"> <li>physical abuses, sexual abuses, psychological abuses</li> <li>Large-scale campaigns</li> <li>Preventive campaigns aimed at specific people</li> <li>Symposiums, seminars, studies</li> <li>Operational methods</li> <li>Exchange of expertise</li> <li>Legal advice</li> <li>Personal guidance</li> <li>Assistance in contacting official agencies</li> </ul>	<ul style="list-style-type: none"> <li>Organisation is both child and parental facing</li> <li>Operate 24 hours a day</li> </ul>	<ul style="list-style-type: none"> <li>Doesn't seem to be a resource for law enforcement, but doesn't supply authorities with information</li> </ul>	

# Thank you

