



Strategy update

5 year Strategy



Marie Collins
Foundation

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Message from the CEO

We are now 2 years into our five-year strategy and in that time MCF has undergone many changes, not least a change of CEO. It is with great honour that I take on this role, focusing on the continual development of MCF and strengthening our voice globally, ensuring we remain true to our core values.



MCF continues to work tirelessly, nationally and internationally, to ensure the professional response to children and their families, when they have been the victim of technology-assisted child sexual abuse, is appropriate and well informed.

I and the team at MCF are dedicated to elevating the voices of victims and survivors, to harness their knowledge, skills and experience to improve outcomes.

We have revisited our strategy to ensure it allows for the growth of MCF, remains relevant to contemporary issues, tasking us to respond accordingly whilst remaining attainable. The prevalence of technology-assisted sexual abuse has not lessened, but neither has our commitment and drive. In working together, we can make a real difference.

We look forward to achieving our ambitious strategy over the next 3 years.

Vicki Green



Marie Collins
Foundation

Message on behalf of our Trustees



As a society, we are becoming increasingly aware of the horrific abuse that children and young people can be subjected to online and the impact it can have on their lives. Technology has revolutionised the way that we live our lives, how we learn and how we communicate, but its power has also been harnessed by those who choose to exploit children and young people.

Marie Collins Foundation was founded on a key principle – to ensure that all those who suffer technology-assisted child sexual abuse would receive support on their recovery journey and will go on to live safe and fulfilling lives. We impart knowledge, information, guidance and support to major players in this space worldwide, but we are privileged to also work directly with the victims and their families and learn from their experiences.

As research suggests that this is a growing problem, with perpetrators becoming ever more adept at seeking to exploit and harm children; those aiming to prevent this must be equally responsive. This strategic plan looks forward to the coming years as MCF continues this essential work.

The MCF team do an amazing job in a challenging environment and on behalf of the rest of the trustees I would like to thank them for their dedication and hard work.

Gordon Scobbie
Chair of Trustees



About us and the challenges we face

Child abuse manifests itself in many forms and shows no respect for international boundaries. Technology offers many exciting opportunities which can aid childhood development, however, all too often it is used by others to facilitate the sexual abuse of children and young people.

Our vision

Any child harmed by technology-assisted child sexual abuse will be supported throughout their recovery journey

We have a dedicated team of experienced professionals and an extensive network of trusted partners and affiliates in the UK and around the world who share, and are committed to achieving, our vision.

Support children, young people and their families affected by technology-assisted child sexual abuse by working with them directly and indirectly – directly by supporting individuals and their families, and indirectly through advocacy and education.

Engage national and international governments to initiate sustainable development of infrastructures to improve child protection services and appropriate responses to the recovery needs of victims.

Identify gaps in existing research and advise on new academic studies.

We use our expertise and influence to:

Remain at the forefront of the ongoing public debate and engage with the media regarding the impact of online abuse on children and young people.

Collaborate with partners to raise awareness of the challenges and emerging behaviours impacting children and young people and their use of the internet and mobile technologies.

Influence policy and decision-makers at local, national and international levels and support victims and survivors to not only share their voice but to be heard and acknowledged.

Provide training that promotes a victim focussed and recovery approach for professionals, and offer guidance to those helping children in their recovery.

Our values

Our values demonstrate who we are, what we stand for and how we act. They guide us as a team and form the basis of our organisational culture and how we aspire to work every day. They underpin our strategy and business planning and drive our decision making and communications.

1 Victim and Survivor Focus:
We believe in placing victims and survivors at the heart of MCF, guiding our work and informing our decision making.

2 Empowerment:
We believe in the courage and strengths of victims and survivors, creating and promoting tools and services that work, led by the expertise of those with lived experience.

3 Innovation:
We believe in innovating and evolving to adapt to an ever-changing world and in influencing industry, academics, and other organisations to find new ways to ensure victims not only survive but thrive.

4 Partnership working:
We believe in the power of partnerships and collaboration to improve the response to technology-assisted child sexual abuse and thereby improve outcomes for victims and their families.

5 Respect:
We believe in treating everyone with dignity and respect. We do not tolerate inappropriate, discriminatory, victim-blaming, offensive, or harmful behaviour.

6 Integrity:
We believe in being open and transparent, creating a trusting, and respectful culture.

7 Inclusive:
We recognise the value of diversity and we will continue to challenge any practice or obstacles that prevents this.

An illustration of a meeting around a dark wooden table. A hand in a white shirt sleeve rests on a silver laptop. Other people in business attire are partially visible around the table. A clipboard with a document is on the left, and a blue folder is on the right. The scene is lit with warm, golden light.

Our strategy and ambition

Whilst remaining faithful to our core values of tailoring support towards the needs of victims and survivors, we will continue to challenge the response to technology-assisted child sexual abuse.



We will focus our efforts on **Four key themes**

Advocacy

We have an unrivalled reputation as a leader in child protection within the UK and a growing reputation internationally for our expertise and approach to supporting victims and survivors of technology-assisted child sexual abuse and exploitation.

With continued learning from: speaking directly with victims and survivors, practice in the field, our network of partners and our global reach and influence, we provide current, informed perspectives regarding the sexual abuse of children facilitated or enabled by technology. Advocating for victims and their families, we support organisations and governments worldwide to make sustainable improvements to their service delivery and ensure victims' voices are heard.

Education

We have unique expertise in the differential impact of technology-assisted child sexual abuse and how to address it to support victims' recovery.

By sharing evidence-based practice and expertise through training and developmental opportunities, we can upskill more professionals and increase their capacity and capability to provide relevant and informed support to victims. This awareness and understanding enables professionals to deliver effective survivor-focused practices from the moment the abuse is discovered. Additional work to inform and educate allows us to share accurate and up to date information with the wider public and those with a broader safeguarding brief, both nationally and internationally.

Innovation

We are ardent believers of evidence-based practice to ensure interventions are effective, consistent and achieve the best outcomes for children, young people and their families.

We seek to play a leading role in furthering the development of research in this field, providing an evidence base to drive improvements and shape future responses. We create, broker and contribute to relevant partnerships, including those in industry, providing leadership and sharing expertise and resources to ensure the spread of effective safeguarding messages and practices.

Recovery

We strive to ensure the response to victims of technology-assisted child sexual abuse does no further harm to children and supports them, their family and wider support networks on their recovery journey.

We do this directly and indirectly – directly by supporting individuals and their families, and indirectly through advising professionals who are working alongside victims and their families.

Advocacy



MCF aims to be a leading voice in advocating for children's rights when responding to technology-assisted child sexual abuse and exploitation (CSAE).

Together with our partners we will:

- **Provide** specialist support to victims of CSAE to ensure their voice is heard from the moment their abuse is discovered and throughout their recovery.
- **Share** our experiences through provision of strategic advice and guidance to inform governments, academia and third sector partners, including through committees and working groups, to support development of policy and sustainable solutions to improve service delivery.
- **Promote** global initiatives through leading an international, multi-sector response to tackling online CSAE such as the WePROTECT Global Alliance and highlighting the importance of prioritising victim care when developing national solutions.
- **Ensure** that MCF's Lived Experience Group has a collective voice which is used to influence the work of MCF and future policy, law and service delivery.
- **Ensure** accurate and informed media reporting of issues that take account of victim welfare.

In demonstrating our success, we will see...

- **A strong Survivor Group Network** formed of multiple survivor groups that amplifies the voice of the victim / survivor to inform policy, services, training and resources.
- **An increase in requests from governments and policy makers** in the UK and overseas, who view MCF as a policy shaper for the 'voice of the victim and survivor' and as a 'go-to' organisation when informing development of policy.
- **Better informed media reporting** of online CSAE issues.

Your bravery in speaking so candidly to the harrowing impact of online child sexual exploitation was critical in highlighting to delegates, some of whom will not have heard this kind of testimony before, the immense importance of stepping up our international efforts to tackle this crime.

Victoria Atkins MP
Minister for Safeguarding and Vulnerability to our Victims' and Survivors Advocate

May 2019

Education



MCF aims to be a leading voice in educating professionals through sharing evidence-based practice about the impact of technology-assisted CSAE on victim welfare and recovery, through delivery of training programmes and provision of bespoke advice both in the UK and internationally.

➤ **Global Protection Online Network (GPN) Platform** – Our secure, online GPN platform allows members worldwide to access a global network of practitioners sharing expertise in tackling technology-assisted CSAE. Members can network and share challenges and experiences, access academic research, practitioner tools and expert guidance to help implement the WePROTECT Global Alliance's Model National Response (MNR).



➤ **CLICK: Path to Protection** – A programme of professional development and specialist training for those working with children and young people harmed through the internet and related offline abuse. Individual modules, THINK, ACT and MANAGE can be adapted in format, and for specific audiences and experiences. This package can be adapted to meet the needs of our international partners, considering country and context.



➤ **Bespoke Training** – We provide a range of bespoke training opportunities all tailored to meet the needs and requirements of the commissioning service. Courses include Facilitating Conversations with Children and Young People, Harmful Sexual Behaviours, Supporting Victims of Technology-Assisted CSAE and The Voice of the Victim.

➤ **Training the Trainer** – We equip practitioners with the knowledge and skills to deliver the CLICK programme to their colleagues, increasing the reach of our key messages amongst practitioner networks.

➤ **Support for Parents and Carers** – We recognise the importance of those closest to the child feeling able to support their child in their journey to recovery. We therefore equip parents with the knowledge and skills they need through the provision of workshops and resources.

In demonstrating our success, we will see...

➤ **Increased dissemination of CLICK:** Path to Protection training within UK practitioner networks across multiple sectors, delivered by us and our growing network of certified trainers.

➤ **Uptake of MCF training and development** opportunities internationally, with a specific focus on MCF priority countries.

➤ **An increased number of partners** through the GPN platform who recognise and want to implement a localised 'CLICK Path to Protection' programme as MCF's reputation expands internationally.

➤ **The successful implementation of the GPN platform**, with users actively engaging and sharing in topical discussions, leading to the platform being recognised as a 'go-to' portal for implementation of the Model National Response.

Innovation



MCF aims to be a leading voice at the forefront of emerging academic and critical thinking, laying the foundations for benchmarking best practice responses to supporting victims of technology-assisted CSAE, and ensuring practices are truly informed by the voice of the victim and survivor.

Together with our partners we will:

- **Identify gaps in existing research** and propose new academic studies, which set out to address them.
- **Appraise and review emerging research** in the field.
- **Share key research findings** amongst our practitioner network and support organisations in understanding and implementing recommendations.
- **Adapt the training and consultancy we offer** based on emerging research from academia and evaluation of MCF's existing products to ensure our services always remain current and pioneering.
- **Support developments** by industry partners to better detect the online abuse of children and young people.
- **Listen to and inspire** our practitioner network in the UK and internationally to constantly review their own and each other's work in order to promote and sustain contemporary working practices.
- **Enable the MCF Victim and Survivor Group to develop** as a best practice example of how to capture the voice of the child victim to inform service delivery and improve working practices.
- **Learn from and engage** in ongoing dialogue with the child victims we support to keep abreast of developments in relation to children and young people's online behaviour.

In demonstrating our success, we will see...

- **An increase in engagement between MCF and research partners**, building upon our presence and reputation both in the UK and internationally.
- **Adaptation of operational practice**, with a focus of online sexual abuse in referrals and assessments in the safeguarding of children.
- **An ongoing dialogue seeking to address the gaps** in research on technology-assisted child sexual abuse, leading to increased opportunities for MCF to support practitioners and inform and improve their practice.
- **Opportunities to be involved in**, and influence research and practice development.
- **Guidance on working alongside survivor groups** developed and implemented across the globe.

Without a charity like MCF, this problem is only going to get worse. It's convenient to ignore the problem of online sexual abuse because we can't see it, but it ruins so many lives. It probably would have ruined my life if the MCF hadn't intervened. I was surprised that, with support, I was able to move beyond my abuse.

A Survivor

Recovery



MCF aims to be a leading voice that promotes best practice and the development of robust governance, policies and procedures that address the needs of child victims and their families; that takes account of individual needs and ensures that the service response does not negatively impact on recovery.

Together with our partners we will:

- **Provide direct support services** to children, young people and their families affected by technology-assisted child sexual abuse.
- **Provide ongoing support** to victims and their families until a time when they no longer need it.
- **Provide bespoke one-on-one support** with victims of technology-assisted child sexual abuse, including adults who were abused during their childhood, in a safe space where they are treated with dignity and respect.
- **Mentor service practitioners** who are actively involved in recovery work with children and young people to develop their capacity and capability.

In demonstrating our success, we will see...

- **An increase in requests for services** to MCF from professionals in need of support, as a direct result of our positive reputation and quality of service.
- **A mindfulness from practitioners** in their practice and the impact this can have on a persons' recovery from technology-assisted child sexual abuse.
- **Reflective practice informing change** and the adaptation of developing practice.
- **No request for support left unanswered.**

One year ago I felt completely alone and abandoned because of the actions of one individual and the lack of support for victims. MCF and their lovely staff not only helped me cope at the time, but supported me up to and beyond the point at which I believed I'd really put my life back together. It's thanks to them that I'm able to really enjoy and get the most out of my life.

A Survivor

MCF have been there for me every step of the way, which has been really important. It's been over a decade now, and I know I can still get in contact if I am experiencing problems. My life wouldn't be the same if the police hadn't given my mum MCF's contact details after my abuse.

A Survivor

Call to Action

We recognise that no single organisation can achieve this in isolation. Ensuring the right support is available to victims of technology-assisted CSA is a global challenge that knows no geographic boundaries. It is imperative that the voice of victims and survivors is heard in order to inform how we do this. We are always looking for new innovative ways of working to achieve our vision. Get in touch if you want to join us on, and contribute to, this journey.

Having attended the all day training event, I will never again approach and interview child victims in the way I have done over the four years I have specialised in investigating cases of online abuse of children. My practice will change forever. Thank you MCF for opening my eyes to the needs of the victims and to BT for enabling MCF to show us the way.

A Police Officer

The work done to date by MCF has been extraordinarily valuable. Going forward we must build on this and expand even further the work of the organisation. Sadly, perpetrators of abuse via the internet are constantly finding new means of reaching and abusing children. This is why it is so important that we redouble our efforts in the four key areas of advocacy, innovation, education and, of course, the recovery of those who have suffered abuse.

Our Patron, Marie Collins





Marie Collins
Foundation

01765 688827 • info@mariecollinsfoundation.org.uk

mariecollinsfoundation.org.uk

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