



Making every child matter ... everywhere

CEOP Relationship Management Strategy

CONTENTS

<i>Welcome</i>	5
<i>How Your Organisation Could Work With CEOP</i>	7
<i>CEOP's Principles Of Relationship Management</i>	9
<i>Levels Of Association With CEOP</i>	10
<i>Linking Partners To CEOP's Annual Business Planning Cycle</i>	11
<i>Suppliers & Contractors</i>	12
<i>Appendix</i>	13



WELCOME



Child protection is everyone's business. Since the launch of the Child Exploitation and Online Protection (CEOP) Centre in 2006, our partners and supporters have played a critical role in our work. Together we have safeguarded over 1,000 children and young people from abuse, arrested over 1,600 offenders, educated over 8 million children and young people and trained over 13,300 child protection professionals.

We recognise that working in partnership with industry, the voluntary sector and colleagues across the public sector has been, and continues to be, vital to our success. The challenge of tackling child abuse is huge and we cannot combat it alone.

This is CEOP's first Relationship Management Strategy. It has been developed to help us prioritise our work with external organisations and ensure that your support is targeted at those areas of our work where it can make the biggest difference to children.

We welcome your enthusiasm and desire to work with CEOP. We hope this strategy can help you see the real difference your support could make to children's lives. We look forward to working with you.

A handwritten signature in blue ink that reads "Peter Davies". The signature is written in a cursive, flowing style.

Peter Davies

Chief Executive Officer
Child Exploitation and Online Protection Centre



HOW YOUR ORGANISATION COULD WORK WITH CEOP

The assistance CEOP receives from its partners and supporters enables us to do even more ground-breaking child protection work than would be possible on our own.

The profound commitment of our partners and supporters to wanting to make a real difference to tackling child exploitation means that CEOP has embedded into its operating model a truly holistic approach to the cross-sector sharing of skills, expertise and technology.

The support we receive takes many forms and has grown organically to meet the ever-changing nature of the crime. This includes tactical support to operations, the embedding of staff within the Centre to share knowledge and expertise, the enhancement of CEOP's technical capabilities and the joint design of safer online environments.

Our work covers a wide range of issues and we welcome suggestions on how your organisation could support any area of our work. However, to help guide your thinking the appendix contained at the back of this document identifies a number of priority areas where we think external support could directly increase our ability to protect children and bring offenders to account.





CEOP'S PRINCIPLES OF RELATIONSHIP MANAGEMENT

To maximise the benefit to children, we need to prioritise working with those organisations that are best placed to support the delivery of our child-focused objectives. We are guided by a set of principles to ensure a consistent, transparent and ethical approach to how we select our partners and supporters.

Our partners and supporters will:

- ➔ **Support the delivery of CEOP's objectives**

CEOP will work with a group of organisations to tackle the threats that are currently presenting the greatest danger to our children. These threats are identified in CEOP's annual Strategic Threat Assessment which we use to help prioritise who we need to work with to make the biggest impact on protecting children.
- ➔ **Be proactive not reactive**

CEOP will identify specific areas of our work that could be enhanced by external support. We will seek help in these areas from our existing partners and approach new organisations where relevant. Whilst we will be receptive to approaches from potential new partners throughout the year, approaches need to be linked to the delivery of CEOP's services or help address any new threats that emerge during the year.
- ➔ **Deliver benefits for both parties**

All our relationships will be mutually beneficial so everyone can see clearly the valuable child protection outcomes that are achieved as a result. Our relationships will be identified through a tiered approach (please see page 10 for more detail), with the level of benefits they receive, commensurate to the type of support provided.
- ➔ **Be creative and innovative**

The nature of the crime we are tackling means that often we have to find creative and innovative solutions to help us improve our response. The rapidly changing online environment, coupled with developments in young people's behaviour means that we regularly have to adapt our approach to keep one step ahead of offenders and ensure our safety messages to the public remain contemporary. We request that our partners and supporters adopt the same creative, innovative and flexible approach to help us remain at the cutting edge.
- ➔ **Build knowledge and share expertise**

Building understanding of the crime is critical to the development of solutions to combat it. CEOP is committed to sharing its knowledge and understanding of child exploitation to increase our partners and supporters' ability to develop solutions. We also look to our partners and supporters to use the information they learn from CEOP to help shape any services they provide for children and young people.
- ➔ **Be sustainable and encourage higher levels of commitment and engagement**

We seek to create long term relationships that can develop over time to increase their impact on tackling child exploitation. We encourage partners and supporters to aspire to higher levels of commitment once they can see the tangible benefits of their support to CEOP and understand the valuable contribution they are making to protecting our children. We also encourage our partners and supporters to work together wherever possible to maximise the impact of their support.
- ➔ **Be ethically sound and transparent**

CEOP must only enter into relationships with organisations that support our ethos, adopt an ethical approach to their work, have appropriate child protection procedures in place (where relevant), and do not pose any obvious risk to CEOP's brand and reputation through association.
- ➔ **Encourage ethical challenge, listen to and respect the views of others**

We recognise and embrace differences of opinion and will show understanding of our partners and supporters' priorities and constraints. We ask that our partners and supporters adopt the same approach towards us.

LEVELS OF ASSOCIATION WITH CEOP

To assist CEOP in managing its relationships, we have three levels of formal association. Each level reflects the different way in which CEOP works with its partners and supporters. Activity is kept under regular review to ensure that mutual benefits are being achieved. Organisations have the ability to move levels. The following tables outline the different levels of association:

STRATEGIC PARTNER		
Definition	Key characteristics	Examples of benefits
Strategic Partners will work with CEOP to make a demonstrable difference to its services to combat child exploitation	<ul style="list-style-type: none"> ➤ Transform the delivery of at least one of CEOP’s core business areas ➤ Work with CEOP to deliver a number of its Centre Plan objectives ➤ Identify long term potential that will serve as an engine for strategic partnership growth ➤ Identify a sufficient level of benefits for both parties ➤ Be willing to market the partnership equally ➤ Institute a Memorandum of Understanding ➤ Monitor progress quarterly ➤ Establish a hierarchy of internal ownership and accountability for issue resolution 	<ul style="list-style-type: none"> ➤ Gain a deep insight into a unique organisation, combating serious crimes against children ➤ Provision of joint learning activity ➤ Access to relevant anonymised CEOP data ➤ Opportunities for joint research ➤ Early access to CEOP research and publications ➤ Prominent recognition in relevant CEOP publications ➤ Joint press releases ➤ Public demonstration of commitment to combating child exploitation ➤ Detailed public case studies ➤ Provision of speakers for conferences and meetings ➤ Involvement in key CEOP initiatives and events

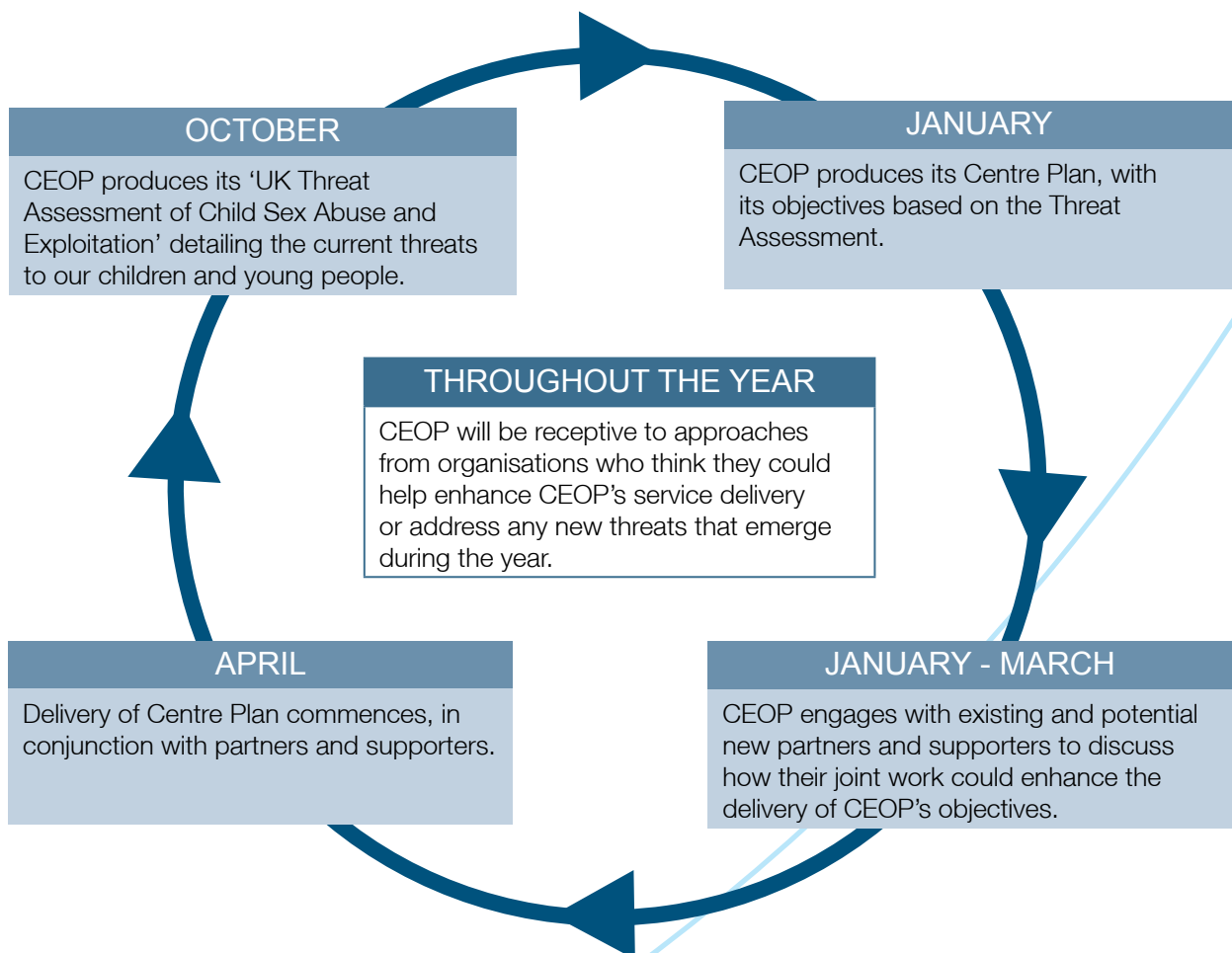
PARTNER		
Definition	Key characteristics	Examples of benefits
Partners will work with CEOP to enhance the effectiveness of its services to combat child exploitation	<ul style="list-style-type: none"> ➤ Add value to the delivery of at least one of CEOP’s core business areas ➤ Work with CEOP to deliver at least one of its Centre Plan objectives ➤ Provide a level of support to CEOP that demonstrates delivery above and beyond day to day business ➤ Identify a sufficient level of benefits for both parties ➤ Be willing to market the partnership equally ➤ Institute a Memorandum of Understanding ➤ Monitor progress quarterly ➤ Establish a hierarchy of internal ownership and accountability for issue resolution 	<ul style="list-style-type: none"> ➤ Gain understanding of a unique organisation, combating serious crimes against children ➤ Opportunities for joint research ➤ Early access to CEOP research and publications ➤ Recognition in relevant CEOP publications ➤ Joint press releases ➤ Public demonstration of commitment to combating child exploitation ➤ Public case studies ➤ Provision of speakers for conferences and meetings ➤ Involvement in key CEOP initiatives and events

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OFFICIAL SUPPORTER		
Definition	Key characteristics	Examples of benefits
Official Supporters will actively work with CEOP to support the delivery of its services to combat child exploitation	<ul style="list-style-type: none"> ➤ Work with CEOP to provide measurable support to the delivery of at least one of CEOP's core business areas ➤ Provide a level of support to CEOP that demonstrates delivery above and beyond day to day business ➤ Identify a sufficient level of benefits for both parties ➤ Monitor progress annually 	<ul style="list-style-type: none"> ➤ Access to CEOP advice, guidance and relevant resources ➤ Recognition in CEOP Annual Review ➤ Access to CEOP publications and updates ➤ Use of Official Supporter logo ➤ Invitation to participate in key CEOP initiatives and events

LINKING PARTNERS TO CEOP'S ANNUAL BUSINESS PLANNING CYCLE

The following table outlines the annual timeline that CEOP uses to link its partners and supporters to the delivery of CEOP's objectives:



SUPPLIERS AND CONTRACTORS

Organisations supplying goods and/or services to CEOP will benefit from the experience gained from undertaking work at the CEOP Centre and gaining an insight into our world-renowned, holistic approach to combating child exploitation. Those organisations are paid in full for the delivery of their goods or services and therefore do not receive the benefits of being an official CEOP Strategic Partner, Partner or Supporter. To ensure that suppliers and contractors do not prejudice CEOP's ability to gain support through partnership, certain factual statements can be made about the work they are being paid to undertake (e.g. client lists) but they cannot promote themselves as associated with CEOP. For more information about CEOP's Brand Association Policy, please visit www.ceop.police.uk/publications

For more information, please visit our website www.ceop.police.uk



Appendix

APPENDIX – CEOP’S PRIORITIES FOR EXTERNAL SUPPORT

The following table sets out CEOP’s current priorities where we think external support could directly increase our ability to protect children and arrest offenders. However our work covers a wide range of issues and we welcome suggestions on how you think your organisation could support any area of our work.

	Priority Area For External Support	Summary of Activity	Which CEOP Objectives Does This Activity Contribute To?
1.	Help enhance the development and delivery of CEOP’s new Digital Forensic Service	Child sex offenders are increasingly exploiting developments in technology to store and hide illegal material on their computers and other devices. In response, CEOP is developing a cutting edge forensic support service for UK and international police forces. This service will enhance the UK’s national response to tackling online child abuse investigations, enabling us to identify child victims and offenders more quickly.	<ul style="list-style-type: none"> ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
2.	Help enhance the development and delivery of a national hash set database	There are vast numbers of indecent images of children circulating across the internet. Many of these images are already known to police. A priority for CEOP is to identify any new images as quickly as possible to begin the investigation into locating the victim(s). To improve the efficiency of victim identification work across the UK, CEOP is developing a national hash set database which will contain details of the hash sets of all known images. Local police forces will be able to access this database to improve the speed in which they can forensically examine seized devices and identify any new images. They can then share information about new images with CEOP. This service needs to be as automated and efficient as possible to improve the speed in which victims and offenders are identified. This will also enable local police forces to dedicate more time to front line police work. It may be possible in the future for this database to be accessed by industry.	<ul style="list-style-type: none"> ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
3.	Help improve CEOP’s information collection processes	CEOP receives cases of suspected online child exploitation from members of the public, industry and other law enforcement agencies. On average this was 725 cases per month in 2010/11. This information is processed and stored by CEOP to identify the suspect and victim, identify the appropriate local law enforcement agency to disseminate the information to, and ensure that links and patterns between cases can be identified. CEOP needs to automate as much of these processes as possible to ensure that its staff can dedicate more time to front line child protection work.	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity

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4.	Help enhance CEOP’s data analysis capability	Online child abuse investigations often involve very large numbers of suspects; sometimes thousands for one investigation alone. The bulk data that is obtained in each investigation is used to build an intelligence picture and identify and prioritise each suspect based on their level of risk to children. However to enable CEOP to build the intelligence picture, the bulk data needs to be transformed into a useable format that can be analysed to ensure that suspects can be risk assessed and networks, patterns and trends can be identified as speedily as possible.	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
5.	Help improve CEOP’s access to data sources	CEOP proactively investigates online child abuse through a range of online methods. To enable CEOP to undertake this activity as effectively and efficiently as possible, it needs have access to all the necessary and available data sources (open source, closed, privileged) and search across a range of data sets. This is essential to support CEOP in proactively identifying potential offenders.	<ul style="list-style-type: none"> ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
6.	Help enhance CEOP’s access to specialist child protection advice and support	CEOP adopts an holistic approach to its work. We use specialist, external child protection advice and support to inform and enhance our law enforcement response. This ensures that CEOP’s services are child-focused and that the needs of the child are always paramount in our operations.	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
7.	Help enhance the development and delivery of CEOP’s awareness raising programme for parents and carers	CEOP is developing a new awareness raising programme for parents and carers. This programme aims to improve the knowledge and skills of parents/carers in the complex issues their children face online. Once developed, CEOP needs to ensure its programme reaches as many parents/carers as possible to empower them to keep their children safe online.	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity

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8.	Help enhance the delivery of CEOP’s International Strategy	<p>Offenders will try to evade criminal prosecution by travelling to areas of the world where they feel children are more vulnerable. CEOP’s International Strategy oversees our response to this threat. The key delivery aspect of this strategy is CEOP’s International Child Protection Network (ICPN) which helps us build relationships in countries where we know that children have been targeted by offenders travelling from the UK. We also work in countries known to be significant producers of indecent images of children. We work in these countries to share knowledge about offender behaviour, share best practice in protecting children and locating offenders, and improve intelligence flows across geographic borders. We aim to close all opportunities for offenders to operate, no matter where they want to travel.</p>	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children
9.	Help support CEOP’s Technology Advisory Groups	<p>CEOP is often presented with complex issues relating to online environments or specific technologies that are being exploited by offenders. CEOP is also seeking to understand how to make best use of technical opportunities to disrupt offenders online as individuals or targeting a specific environment. Bringing together relevant technical experts who can help to problem solve and brainstorm potential solutions enables CEOP to improve its response and proactively disrupt and deter offenders’ illegal activity online.</p>	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity
10.	Help enhance CEOP’s use of social media	<p>CEOP needs to proactively identify effective channels of engagement with the public to increase awareness of, and access to, our advice, help and reporting services. CEOP is increasingly utilising social media to reach the public and, as a consequence, empowering more people with our online safety messages. A presence in social media also acts as a strong and visible deterrent message to offenders. CEOP is in the process of developing a forward thinking social media strategy to plan a more strategic approach in this area.</p>	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children
11.	Help enhance the delivery of CEOP’s response to Missing and Abducted Children	<p>From 1 July 2011, CEOP will assume responsibility for the national oversight of Missing and Abducted Children. There are an estimated 230,000 incidents of children who go missing from home or care each year. While the majority return home with 48 hours, some do not and others suffer some form of harm when they are away. CEOP’s aim is to understand why children go missing and what happens to them while they are away, which will help to safeguard and protect vulnerable children - through learning lessons to reduce the number of children going missing and being better prepared to deal with incidents and their consequences when they occur.</p>	<ul style="list-style-type: none"> ➤ PREVENT – Making it more difficult to exploit children ➤ PROTECT – Identify and safeguard children at risk ➤ PURSUE – Identify offenders and stop or disrupt their activity



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