



CEOP PARTNERSHIP  
STRATEGY  
2007- 2008

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## 1 WHY HAVE A CEOP PARTNERSHIP STRATEGY?

The Child Exploitation and Online Protection (CEOP) Centre is a unique organisation, with a partnership approach that is a departure from conventional practice in UK government. Partnerships enhance all areas of our work through Intelligence, Operations, Harm Reduction, Communications or Corporate Support and provide a continuous flow of expertise, experience and resources into the organisation. It is because the CEOP Centre is groundbreaking in format and approach that there is a need to be clear in our strategy for success.

The CEOP Centre's first year was very successful in engaging with partners and obtaining additional resources into the Centre. In this first year, partnerships were delivered by relying on the experience, knowledge and dedication of CEOP staff in leadership, management and operational roles. Flexibility was essential in delivering during our first year.

The enthusiasm and haste that characterised our first year has now given way to a more considered approach to partnership. The Partnerships Team has now formalised and documented existing partnerships and has set about evolving and re-defining the partnership structure and process to ensure it is transparent and robust.

The CEOP Centre's unique approach to partnership is not without risks. Therefore, we have secured independent assurance through a newly-created Partnership Committee, which provides us with vital advisory functions and helps to maintain organisational integrity. This Committee provides advice and guidance to the Head of Partnerships, and, ultimately, to CEOP's Chief Executive, on issues related to partnerships.

This Committee consists of:

- Two members of both the Strategic Advisory Board and the SOCA CEOP Board (Paul Lever and Paul Clark)
- Head of SOCA Commercial (Andy Coller)
- CEOP's Head of Governance (Andrew Mulholland)

The Partnership Committee now advises on the appropriateness of potential new and existing partners. This provides valuable independent assurance to the CEOP Centre and provides us with a level of protection.

As CEOP's public presence is so heightened, the breadth of the issue so emotive, the impact so far-reaching, and the inherent nature of the crimes so global, CEOP receives daily approaches for new partnerships. CEOP does not have the capacity to engage with most of these offers. It is also recognised that focusing on external offers of partnerships to fit into the CEOP Centre's business actually distracts us from achieving our business objectives.

This Strategy aims to bring a proactive approach to engaging with partners to ensure we maximise our ability to deliver partnerships which are both mutually and strategically beneficial.

## 2 INTRODUCTION TO THE CEOP PARTNERSHIPS STRATEGY

The CEOP Centre's mission and vision, together with the commitment to the Business Plan objectives and targets, provide the foundation of our partnership strategy.

The strategy seeks to identify ways in which CEOP can be more effective through improved partnership performance. A successful Partnerships Strategy will enable CEOP to secure our strategic outcomes.

Our Partnerships Strategy is much more effective if it is proactive to fit our business objectives instead of reactive by focusing on external offers. It is vital that we avoid spending too much time reacting to partnership approaches and offers rather than proactively identifying, seeking out, (through research and planning), the best partners to enable us to better deliver our business objectives and targets. In order to effectively do this, the Partnerships Team must have clear understanding of:

- CEOP's Business objectives
- Specific Targets that are ideal for resourcing via partnerships
- Benefits to the potential partner of partnering with CEOP
- Avenues to ensure effective approaches to the targeted partner
- Necessary capacity and will within CEOP for delivering new partnership initiatives

Partnership activities will be tied to the objectives outlined in CEOP's Business Plan (excluding those areas of core policing functions). New partnerships must enable the delivery of one or more of the objective's targets outlined in CEOP's Business Plan.

## 2.1 OBJECTIVES OF THE PARTNERSHIP STRATEGY

1. Maximising our reach and impact
2. Ensuring a coordinated approach
3. Obtaining valuable expertise and resources
4. Increasing the success of our work
5. Creating opportunities for growth

## 2.2 PRINCIPLES OF CEOP PARTNERSHIPS

1. Based on CEOP Business Plan Objectives and Targets
2. Embrace Mutual Benefits for CEOP and Partners
3. Be Proactive not Reactive
4. Build Knowledge and share Expertise
5. Encourage Higher Levels of Commitment and Engagement
6. Be Ethically Sound, Transparent and Compliant with Best Practise in the Public Sector

## 2.3 FRAMEWORK: WHAT IS A PARTNER?

The CEOP Centre may become involved with public or private entities or individuals who commit to engage to share expertise, information and or resources to better enable the CEOP Centre in achieving our aims and objectives.

There are different levels of commitment and engagement:

- **Strategic Partner**
- **Partner** - includes:
  - Specialist – Provides specialist knowledge or resources
  - Industry – Deliver in the online or mobile environment or provide financial payment methods
  - Government – Support or Funding Stream (external from Home Office core funding)
- **Associate**
- **Contributor**

The aim is to progress an organisation up through the levels of commitment, where ultimately the Strategic Partner is the most sought after and developed.

The following chart outlines the level of commitment, provides definitions, benefits and examples of potential or existing partners.

### **CEOP Partnership Levels of Commitment**

Levels of Commitment	Definition	Benefits to Partners	Examples (existing and possible)
<b>Strategic Partner</b>	<ul style="list-style-type: none"> <li>• 3 year commitment</li> <li>• Embed staff within CEOP either ongoing or project-based</li> <li>• Supports multiple CEOP initiatives across faculties and/or CEOP's core infrastructure</li> <li>• Supports the overall growth and long-term sustainability of CEOP</li> <li>• Establish new dedicated areas within CEOP</li> <li>• Sponsor events, publications, or initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Provides various platforms to communicate the partner's commitment to CEOP</li> <li>• Display of CEOP Brand (excludes any product or service endorsement)</li> <li>• Bespoke feedback on impact and success</li> <li>• Naming rights if establishing new areas of CEOP ((i.e Serco Command and Control Suite, Fujitsu Digital Evidence Team)</li> <li>• Appropriate sponsorship branding</li> </ul>	<ul style="list-style-type: none"> <li>• NSPCC</li> <li>• Microsoft</li> <li>• Serco</li> <li>• Visa</li> <li>• Lexis Nexis</li> </ul>
<b>Partner</b>	<ul style="list-style-type: none"> <li>• At least 1 Year Commitment</li> <li>• Assist in progressing CEOP's work in at least one area</li> <li>• Embed staff or resources within</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate communication of the partner's work with CEOP</li> <li>• Display of CEOP Brand (excludes any product or service endorsement)</li> </ul>	<ul style="list-style-type: none"> <li>• Ford</li> <li>• Volkswagen</li> <li>• Vodafone</li> <li>• Axios</li> </ul>

Partner continued...	<p>CEOP either ongoing or project-based</p> <ul style="list-style-type: none"> <li>Provides specialist knowledge to CEOP</li> <li>Sponsor events, publications or initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate sponsorship branding</li> <li>Bespoke feedback on impact and success</li> </ul>	
<i>Partner (Specialist)</i>	<ul style="list-style-type: none"> <li><i>Provides specialist knowledge or resources into CEOP</i></li> <li><i>Provides information and data to assist CEOP's work (outside of statutory legal compliance)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Appropriate communication of the partner's work with CEOP</i></li> <li><i>Display of CEOP Brand (excludes any product or service endorsement)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>NSPCC</i></li> <li><i>Churches' Child Protection Advisory Service</i></li> </ul>
<i>Partner (Industry)</i>	<ul style="list-style-type: none"> <li><i>Deliver in the Online or Mobile Environments or provide financial payment methods</i></li> <li><i>Demonstrate Safer By Design within their environments</i></li> <li><i>Promote Report Abuse and CEOP safety messaging within their environments</i></li> <li><i>Provides information and data to assist CEOP's work (outside of statutory legal compliance)</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Appropriate communication of the partner's work with CEOP</i></li> <li><i>Display of CEOP brand</i></li> <li><i>Bespoke feedback on impact and success</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Vodafone</i></li> </ul>
<i>Partner (Government)</i>	<ul style="list-style-type: none"> <li><i>Government support or funding</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Appropriate communication of</i></li> </ul>	<ul style="list-style-type: none"> <li><i>FCO</i></li> </ul>

<p><i>Partner (Government) continued...</i></p>	<p><i>stream (external from core funding from the Home Office)</i></p> <ul style="list-style-type: none"> <li>Provides information and data to assist CEOP's work (outside of statutory legal compliance)</li> </ul>	<p><i>the partner's work with CEOP</i></p> <ul style="list-style-type: none"> <li>Display of CEOP Brand (excludes any product or service endorsement)</li> <li>Bespoke feedback on impact and success</li> </ul>	<ul style="list-style-type: none"> <li>OfCom</li> <li>DfES</li> <li>Charity Commission</li> <li>Becta</li> <li>EU</li> </ul>
<p><b>Associate</b></p>	<ul style="list-style-type: none"> <li>Raises awareness</li> <li>Promotes CEOP's work and messages</li> </ul>	<ul style="list-style-type: none"> <li>Display of CEOP Brand (excludes any product or service endorsement)</li> </ul>	<ul style="list-style-type: none"> <li>Miss Dorothy</li> <li>Schools that promote Thinkuknow and Report Abuse</li> </ul>
<p><b>Contributor</b></p>	<ul style="list-style-type: none"> <li>Provides resources to CEOP on a project basis but does not make a formal commitment</li> <li>Existing CEOP/SOCA contractor who provides discounts or pro-bono products and services</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to solutions</li> <li>Ability to increase Partnership level</li> <li>Acknowledgement in Annual Review</li> </ul>	<ul style="list-style-type: none"> <li>Yahoo! UK</li> <li>AOL</li> <li>AEP</li> <li>Juniper</li> <li>Data Integration</li> <li>SwapitNow</li> <li>Contrapositive</li> <li>Blackberry</li> </ul>

Individuals who bring commitment and engagement to the CEOP Centre's mission may serve as "CEOP Ambassadors or Special Representatives".

<p><b>CEOP Ambassadors</b> or <b>Special Representatives</b></p>	<ul style="list-style-type: none"> <li>Facilitating introductions for the CEOP Centre to other individuals or organisations which may be mutually beneficial</li> <li>Bringing opportunities to CEOP in achieving its aims and objectives</li> <li>Raising awareness, if appropriate</li> </ul>
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### 3 PERFORMANCE MEASURES

Successful implementation of this Partnership Strategy will lead to strong, more fruitful and collaborative partnerships. It will also ensure open and effective communications with CEOP staff members and partner organisations.

Our performance will be measured on the successful delivery of our targets through partnerships as well as our ability to generate new initiatives with existing and new partners. We will also seek to obtain direct feedback from partners on how partnership with CEOP has impacted and made a difference in their own organisation.

<b>Performance Measurements: Partnerships Strategy</b>
<b>Delivery of our objectives and targets through partnership initiatives</b>
<b>Ability to generate new initiatives with existing as well as new partners</b>
<b>Feedback from existing partners on the impact of partnering with CEOP</b>

The measurement of the effectiveness of the Partnerships Policy will be shown within the monthly report to the Chief Executive Management Team. All Partnerships will be reviewed monthly against their objectives by the Partnerships Team and annually at the Partnership Committee level.

<b>Performance Measures: Partnerships</b>	<b>Target</b>
<b>Percentage of partnerships meeting all partnership objectives (External)</b>	70 percent
<b>Value of funding and resource raised through partnership (Internal)</b>	To exceed £1m pa

#### 4 POTENTIAL SOURCES OF FAILURE

Possible signs of a failed Partnerships Strategy:

- No new partnership initiatives with existing partners and no new partners
  - Failure to adequately demonstrate the potential benefits to the potential partner
  - Failure to effectively pitch projects and generate new partners
- Projects are un-resourced due to:
  - Poor internal communication regarding the need for partners to resource specific projects
  - Lack of capacity in-house to deliver provided resources to a project
- Partners become dissatisfied with relationship due to:
  - Lack of effective and consistent partner engagement and stewardship
  - Poor internal communication regarding CEOP interaction with partner
- Existing Partnerships flounder on the project level
  - Lack of engagement between Partner and internal CEOP Staff
  - Lack of capacity in-house
  - Lack of engagement from partner



## 6 ROLES AND RESPONSIBILITIES

The implementation of this Strategy is very much a team effort. CEOP Staff members will be supported by the Partnerships team. Implementation of initiatives and projects that are resourced by partners requires all CEOP to understand and embrace the Partnership Process as outlined in the Policy.

The following table outlines the roles and responsibilities of CEOP Staff Members to ensure successful implementation of the Partnerships Process.

<p><b>Partnerships Team</b></p>	<p>Maintain Strategic Overview of:</p> <ul style="list-style-type: none"> <li>• all areas of collaboration with each Partner</li> <li>• all un-resourced projects within CEOP</li> </ul> <p>Manage conflict or difficult situations with partners</p> <p>Ensure Partnership Initiatives are based on Business Objectives as outlined in the Business Plan</p> <p>Ensure new initiatives are properly scoped by CEOP staff using the Brief Business Case model</p> <p>Request and negotiate resources with partners</p> <p>Promote appropriate use of Relationships Database by all CEOP Centre Staff</p> <p>Liaise with and report to the CEOP Partnerships Committee</p>
<p><b>All CEOP Centre Staff</b></p>	<p>Ensure adequate Brief Business Cases are provided to Partnerships and Business Development for any new endeavour including projects, embedded staff, resources etc. This ensures the resource fits into CEOP's strategic mission and current business objectives as well as ensures the impact of the new endeavour is explored.</p> <p>Provide feedback on initiatives resourced by partners for bespoke feedback delivery to Partners</p> <p>Ensure functions and roles of those organisations who are Partners and SOCA Contractors are kept distinct</p> <p>Ensure standard procurement procedures are complied with for new resources from existing Partners</p> <p>Ensure resources from partners are obtained with proper "tendering" to other competing potential partners to ensure a level playing field, in accordance with CEOP's Partnership and Procurement Policy</p> <p>Refer leads for new partnerships or partnership ideas to the Partnerships Team</p>

<p><i>All CEOP Centre Staff...continued...</i></p>	<p>Ensure Partnerships Team is informed of visits or correspondence from existing and potential Partners, when appropriate</p> <p>Ensure decisions regarding Partners are passed along to Partnerships Team for follow-up</p> <p>Maintain adequate records of contact with Partners in the Relationship Database. This does not include the day to day relations of delivering a project with a Partner but rather with new requests, meetings, events, difficult interactions and updates to projects and efforts.</p> <p>Prior to any new engagement or response to partner staff members, query the Relationship Database to determine who is the keyworker or Partnerships Manager and liaise with them prior.</p>
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## 7 PRIORITIES: 2007/2008

Based on the CEOP Business Plan for 2007 – 2008, specific resource areas have been identified by CEOP Centre Faculties as the priorities for identifying resources via partnerships. The resource areas for partnership are prioritised using criteria including:

- ❖ meeting of business objectives
- ❖ appropriateness of partnership resourcing (not core law enforcement functions)
- ❖ fills holes in resources for meeting business targets
- ❖ attractiveness to external partners

These Priorities will drive our Partnerships activity in 2007/2008. There may be opportunities which arise which change our priorities or instigate new priorities; however, this Strategy is the framework for moving forward and ensuring focus in CEOP Partnerships in 2007/2008.

The Head of Partnerships maintains the priority resource areas identified by CEOP Staff.