



Child Exploitation and Online Protection Centre Partnerships Policy

Introduction

The Partnership Policy governs all Child Exploitation and Online Protection Centre (CEOP) partnership activity. The policy outlines the aims of CEOP's partnership activities and the criteria by which CEOP determines suitability for partnership as put forth in our Partnership Strategy. The policy broadly explains the process by which CEOP enters into a partnership and manages ongoing relations with these partners. The policy also describes the framework for partnership, including the key elements of a partnership agreement.

CEOP is committed to developing and maximising partnerships with key child protection organisations, government agencies, non-profit organisations, law enforcement, academia, business, especially the technology and online industry, to ensure that those impacted by, or with influence over the CEOP programme provide support in helping to achieve CEOP's aim and objectives wherever feasible and that equally, CEOP offers appropriate support and commitment to its partners.

Intrinsic to the process is CEOP's commitment to only embark on partnership with those partners and initiatives which, after due scrutiny, in no way risk the integrity, public image or professional reputation of CEOP.

With two exceptions, this policy applies to all identified, existing and potential partners for CEOP, including those involving donations to CEOP, in kind or cash, directly solicited or otherwise. It includes companies, industry, non-profit organisations, academia, governmental regulatory bodies, and non-governmental agencies, but does not include most government or law enforcement agencies such as the Home Office or local police forces. These relationships fall under separate policy and management. The policy may cover governmental regulatory agencies in which the potential relationship involves sponsorship or expertise-sharing. The policy does not regulate CEOP's relationships with SOCA or the Home Office (see separate CEOP Governance Protocol).

This policy does not apply to CEOP's relationships with services, third-party service providers or the wide range of organisations with which CEOP has informal relations as part of the ongoing operational and corporate activities of CEOP.

This policy does not affect any previously drawn formal agreement; program or project based contractual arrangements with organisations that might in future become partners.

Aim of the Policy

The aim of this policy is to ensure that partnership management within CEOP is sufficiently rigorous in its processes and coverage of the target partnership audience, and encompasses a wide range of potential interactions, ensuring that the reputation and propriety of the CEOP centre is appropriately safeguarded.

Policy Statement(s)

1 Procedural Documents

This overarching policy is supported by detailed policy and procedure documents, which provide members of staff and partners with detailed instructions and guidance on the partnerships process. These procedures have the force of policy and are to be complied with at all levels of CEOP.

The following policies and procedures are those that relate most directly to this Partnership Policy; however, this is not an exhaustive list and it will occasionally be necessary to consult additional policies.

CEOP Partnerships Strategy

CEOP Ethical Partnership Management Policy

CEOP Partnership and Procurement Policy

CEOP Gift Policy

CEOP Policy on Financial Accounting for Partnerships (in development)

CEOP Partnership Fund Policy (in development)

CEOP Relationship Management System Policy (In Development)

CEOP Corporate Communications Policy

CEOP Use of Brand and Brand Association

CEOP Research Policy

CEOP Freedom of Information Policy (Pending with SOCA Legal)

CEOP Data Protection Policy

2 Policy Compliance

Responsibility for ensuring compliance with this policy rests with the Policy Owner.

3 Objectives, Criteria and Definitions

3.1 CEOP will establish partnerships, at both strategic and operational level, where there are clear opportunities to achieve the CEOP aim and some or all of its objectives; these are as follows:

CEOP Organisational Aim

To play a decisive role in partnership with the DCSF, police forces, offender managers, children's services and other stakeholders in protecting children, young people, families and society from paedophiles and sex offenders; in particular those who use the internet and other new technologies in the sexual exploitation of children.

CEOP Organisational Objectives

- ❖ To **identify**, locate and protect children and young people from sexual exploitation and online abuse - both in the UK and globally.
- ❖ To **engage and empower** children, young people, parents and the community through information and education.
- ❖ To **protect** children and young people through the provision of specialist information and support to professionals, families, industry and the community.
- ❖ To **enforce** the law by bringing offenders to justice and acting to disrupt and

deter future offending.

- ❖ To **enhance** existing responses to the sexual exploitation and online abuse of children and young people by developing a safer by design online environment and refining the management of offenders.

Further to this, CEOP will evaluate potential partners based on if there are clear opportunities to enable CEOP to achieve the current year's business objectives.

3.2 **Partnership Objectives and Principles**

The objectives of CEOP's Partnerships Strategy are:

- ❖ Maximising our reach and impact
- ❖ Ensuring a coordinated approach
- ❖ Obtaining valuable expertise and resources
- ❖ Increasing the success of our work
- ❖ Creating opportunities for growth

The principles of CEOP Partnerships are:

- ❖ Based on CEOP Business Plan objectives and targets
- ❖ Embrace mutual benefits for CEOP and Partners
- ❖ Be Proactive not Reactive
- ❖ Build knowledge and share expertise
- ❖ Encourage higher levels of commitment and engagement
- ❖ Be Ethically Sound, Transparent and Compliant with best practise in the Public Sector

3.3 **Criteria for Partnership**

CEOP will determine the suitability of a potential partner against the following criteria:

- ❖ Shared strategic vision
- ❖ A full risk assessment
- ❖ Resource availability
- ❖ Deliverables
- ❖ Added value
- ❖ Ethical Considerations
- ❖ Others (as appropriate)

This is not an exhaustive list. The CEOP Partnerships Committee is not excluded from examining a Partnership Proposal on its own merits and may take into consideration other criteria it deems appropriate. In all cases, the rationale for such variation must be recorded and retained by the Head of Governance.

3.4 **Defining Levels of Commitment**

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 – Delivers 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
Strategic Partner	<ul style="list-style-type: none"> • 3 year commitment • Embed staff within CEOP either ongoing or project-based • Supports multiple CEOP initiatives across faculties and/or CEOP's core infrastructure • Supports the overall growth and long-term sustainability of CEOP • Establish new dedicated areas within CEOP • Sponsor 	<ul style="list-style-type: none"> • Provides various platforms to communicate the partner's commitment to CEOP • Display of CEOP Brand (excludes any product or service endorsement) • Bespoke feedback on impact and success • Naming rights if establishing new areas of CEOP ((i.e Serco Command and Control Suite, Fujitsu Digital Evidence Team) • Appropriate sponsorship branding 	<ul style="list-style-type: none"> • NSPCC • Microsoft • Serco • Visa • Lexis Nexis

	events, publications, or initiatives		
Partner	<ul style="list-style-type: none"> • At least 1 Year Commitment • Assist in progressing CEOP's work in at least one area • Embed staff or resources within CEOP either ongoing or project-based • Provides specialist knowledge to CEOP • Sponsor events, publications or initiatives 	<ul style="list-style-type: none"> • Appropriate communication of the partner's work with CEOP • Display of CEOP Brand (excludes any product or service endorsement) • Appropriate sponsorship branding • Bespoke feedback on impact and success 	<ul style="list-style-type: none"> • Ford • Volkswagen • Vodafone • Axios
Partner (Specialist)	<ul style="list-style-type: none"> • Provides specialist knowledge or resources into CEOP • Provides information and data to assist CEOP's work (outside of statutory legal compliance) 	<ul style="list-style-type: none"> • Appropriate communication of the partner's work with CEOP • Display of CEOP brand (excludes any product or service endorsement) 	<ul style="list-style-type: none"> • Churches' Child Protection Advisory Service
Partner (Industry)	<ul style="list-style-type: none"> • Deliver in the Online or Mobile Environments 	<ul style="list-style-type: none"> • Appropriate communication of the partner's work with CEOP 	<ul style="list-style-type: none"> • Vodafone

	<ul style="list-style-type: none"> or provide financial payment methods • Demonstrate Safer By Design within their environments • Promote Report Abuse and CEOP safety messaging within their environments • Provides information and data to assist CEOP's work (outside of statutory legal compliance) 	<ul style="list-style-type: none"> • Display of CEOP brand (excludes any product or service endorsement) • Bespoke feedback on impact and success 	
Partner (Government)	<ul style="list-style-type: none"> • Government support or funding stream (external from core funding from the Home Office) • Provides information and data to assist CEOP's work (outside of statutory legal compliance) 	<ul style="list-style-type: none"> • Appropriate communication of the partner's work with CEOP • Display of CEOP brand (excludes any product or service endorsement) • Bespoke feedback on impact and success 	<ul style="list-style-type: none"> • FCO • OfCom • DfES • Charity Commission • Becta • EU
Associate	<ul style="list-style-type: none"> • Raises awareness • Promotes CEOP's work 	<ul style="list-style-type: none"> • Display of CEOP brand 	<ul style="list-style-type: none"> • Miss Dorothy • Schools that promote Thinkuknow

	and messages		and Report Abuse
Contributor	<ul style="list-style-type: none"> Provides resources to CEOP on a project basis but does not make a formal commitment Existing CEOP/SOCA contractor who provides discounts or pro-bono products and services 	<ul style="list-style-type: none"> Contributes to solutions Ability to increase Partnership level Acknowledgement in Annual Review 	<ul style="list-style-type: none"> Yahoo! UK AOL AEP Juniper Data Integration SwapitNow Contrapositive Blackberry

CEOP Ambassadors or Special Representatives	<p>Individuals who bring commitment and engagement to the CEOP Centre’s mission may serve as “CEOP Champions”. Their roles may include:</p> <ul style="list-style-type: none"> Facilitating introductions for the CEOP Centre to other individuals or organisations which may be mutually beneficial Bringing opportunities to the CEOP Centre in achieving its aims and objectives Raising awareness, if appropriate
--	--

4 Brief Business Case Process

4.1 CEOP Partnerships are driven by CEOP’s business needs. The Head of CEOP Partnerships (HOP) only pursues new partners or new projects with existing partners, when a business need has been identified by the CEOP business area with responsibility for the objectives. The Partnerships Strategy outlines the areas CEOP business areas have identified as high priority for resourcing through partnership.

4.2 A Brief Business Case template is needed to scope the project and determine the aims and objectives, impact, necessary resources, etc. Whilst Brief Business Case preparation takes time and thought, it is absolutely critical and mandatory for moving forward with any new projects or initiatives, whether funded via CEOP or Partnership. The Business Case is the responsibility of the business area with the business objectives being met by the project or initiative.

The Brief Business Case will be presented by the Head of Faculty to CEOP’s Business

Programme Manager and/or Head of Partnerships for consideration, however, may require endorsement at CEMT and/or CEO level. Determination for how the Business Case project is resourced (via core funding or partnerships) may be determined at CEMT or CEO level after consideration. Any Business Case for a critical need to CEOP will not be considered for resourcing via Partnership and must be administered out of CEOP's core funding.

5 CEOP Roles and Responsibilities

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

<p>Partnerships Team</p>	<p>Maintain Strategic Overview of:</p> <ul style="list-style-type: none"> • all areas of collaboration with each Partner • all un-resourced projects within CEOP <p>Manage conflict or difficult situations with partners 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 Promote appropriate use of Relationships Database by all CEOP Centre Staff</p> <p>Liaise with and report to the CEOP Partnerships Committee</p>
<p>All CEOP Centre Staff</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</i> Ensure Partnerships Team is informed of visits or</p>

<p><i>Staff...continued...</i></p>	<p>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>
------------------------------------	--

6 Partnership Process

- 6.1 The CEOP Partnership Committee will consider and approve proposals for partnerships (see the Partnership Committee Terms of Reference for full details on their remit and duties).

Proposals for new Partnerships are presented and either recommended or not recommended by the CEOP Partnership Committee at meetings on quarterly basis and electronically for urgent proposals. The Partnership Committee provides independent assurance and vetting of all possible partnerships, provides guidance on CEOP's Partnership Strategy and Policy and ensures adequate and effective conflict resolution.

The Head of CEOP Partnerships (HOP) is ultimately responsible for identifying, administering and maintaining partnerships which CEOP enters into after the CEOP Head of Governance (HOG) has approved the partnership proposal on the recommendation of the Partnership Committee. The HOG will act as chief signatory to all CEOP's written partnership agreements (except legal contracts).

- 6.2 Individual members of the CEOP Partnerships Team will be nominated to champion, offer support and maximize the potential of the partnership.
- 6.3 The CEOP Partnerships Team will take responsibility for the following activities:
- Evaluating a Business Case to determine potential partners
 - Developing a bespoke strategy for engaging potential partner
 - Initiating and developing a potential partnership
 - Supporting a partnership proposal to the Partnership Committee
 - Negotiating the Partnership MOU and any necessary other documents (contract, information-sharing agreement) with HOL and HOG
 - Co-ordinating activities within scope of the Partnership MOU
 - Managing and maintaining an accurate record of CEOP's activities in partnership with the partnering organisation in CEOP's Relationship Database.
 - Evaluating the performance of CEOP and the partner organisation against the partnership objective as outlined in the MOU for CEMT each month as well as annual review and as necessary
- 6.4 CEOP **Chief Executive** will keep himself fully apprised and engaged with CEOP's partners and partnership activities and support the activities of the HOP and his team as appropriate.

7 Framework for Partnership

7.1 The written agreement, most commonly, but not exclusively a **Partnerships Memorandum of Understanding (MOU)** will describe the aim and objectives of the partnership.

7.2 A Partnership MOU includes:

- ❖ Symbolic vision statement of partnership in principle
- ❖ Objectives outlining work areas and mutual benefits
- ❖ Points of Contact for each organisation
- ❖ Coordination and Security in data protection and corporate communications
- ❖ Signatures formalising partnership

A Partnership MOU may be supplemented by:

- ❖ Terms of Reference for project
- ❖ Contract or information-sharing agreement

8 Partnership Management Process

8.1 This section describes the process to be followed for a partnership to be agreed and signed off. The process must be led by a member of the CEOP Partnerships team.

8.2 It is acknowledged that it will not always be possible, or appropriate to follow each step through the process, or indeed in the order here described. The HOP and/or the Partnership Manager will endeavour to manage the process accordingly.

8.3 The partnership process is as follows (diagram on following page) :

Step One: Identify Business Need based on Business Plan Targets

Step Two: Faculty or Business Area develops brief Business Case

Step Three: Partnerships and Business Development evaluates opportunity and develops possible partners to target

Step Four: Opportunity for Partnership sought or offered externally

Step Five: Partnerships Development Team identify Key Individuals within CEOP to engage with Potential Partner during development stage

Step Six: Develop partnership proposal including objectives

Step Seven: Evaluate partnership proposal internally

Step Eight: Draft formal partnership MOU

Step Nine: Partnership MOU presented to and endorsed by the Partnerships Committee

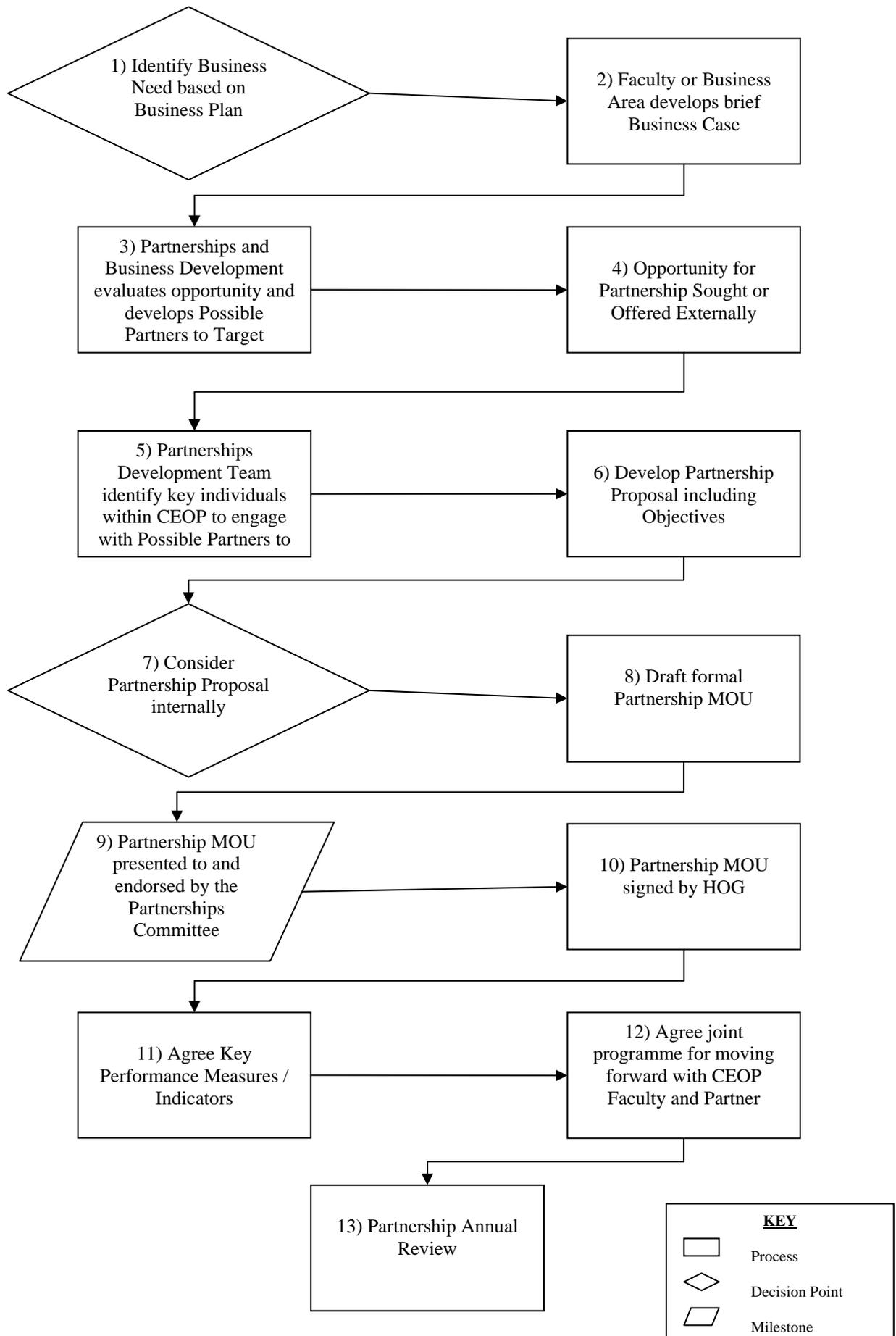
Step Ten: Partnership MOU signed by HOG or CEO

Step Eleven: Agree key performance measures / indicators

Step Twelve: Agree joint program for moving forward with CEOP Faculty and Partner

Step Thirteen: Partnership annual review

PARTNERSHIP MANAGEMENT PROCESS



- 8.4 Once agreed by the Partnerships Committee, the Partnerships team will arrange for the MOU to be signed, registered, accounted for and managed. The management of the partnership itself, once agreed, will normally be undertaken by the identified keyworker, usually within a faculty or unit other than the partnerships team. Where a partnership enables the delivery of a specific project or programme of activity it will be managed and monitored in accordance with the CEOP's business development structure.

9 Monitoring and Reporting

- 9.1 The CEOP Partnership Team will meet together with appropriate members of the partner organisation not less than twice a year to perform periodic performance reviews of the formal partnership as detailed in the partnership MOU. The CEOP Senior Management Team will receive monthly updates, whilst the CEOP Partnerships Committee will receive an annual review of partnerships. Exception reporting will be operated outside these updates.
- 9.2 The Partnerships team will maintain a central record in a Relationship Management Database of partnership relationships; CEOP staff will have access to this database. Some partnerships will be managed directly by the Partnerships team, whilst others may be managed 'locally' with a CEOP officer serving as the key contact. In all cases, the Partnership team has overall responsibility.
- 9.3 The Partnership Team will be responsible for securing appropriate documentation, such as company accounts, from prospective partners. The CEO will report current partnerships benefits to SOCA on an annual basis.
- 9.4 Conflict with a partner, if not managed successfully by the Partnerships Team, will be referred to the Head of Governance, and if not resolved, then to the Partnership Committee.

10 Undue Influence or Perceived Advantage

- 10.2 CEOP has prepared a detailed policy to supplement SOCA procurement policy, with the purpose of ensuring that partner organisations enjoy no advantage or disadvantage in the letting of CEOP contracts by virtue of their status.

11 Ethical Considerations

CEOP will develop an ethical policy in support of this partnership document. The policy will provide guidance to the Partnership Committee and to partners about ethical standards as they apply to CEOP's partnership work.

12 External Resources

- 12.1 CEOP will have a seconded staff policy. This will address the deployment of such staff, in order to provide assurance to partners concerning the specific activities that they would wish to support. Other areas, such as discipline, complaints and security will be included in the policy.

CEOP's HR policies will reflect the need for CEOP staff to conduct themselves appropriately with respect to partners. Such a policy will include a requirement designed to ensure that CEOP staff do not, and are not perceived to, derive inappropriate benefits from CEOP partnerships.

CEOP Partnerships has created a policy regarding gifts and maintains a Gift Log to

catalogue and manage any gifts from existing or potential partners.

- 12.2 Where external financial support is offered to CEOP, the Partnership Committee will ensure that it is spent appropriately and in accordance with the relevant partnership MOU. The Partnership Committee will publish systems and criteria in order to demonstrate this.

13 Corporate Communications

CEOP has a Corporate Communications policy that regulates the manner in which CEOP partnership work is represented to the public and subsequently given recognition.

Any publicity regarding the partnership and the use of the CEOP brand as well as the partner's brand will be agreed in writing in advance. This is outlined and agreed in the Partnership MOU.

14 Transitional arrangements: provisional status

This policy recognises that, especially during the early development of CEOP, there will sometimes be a need to begin an active partnership arrangement before it has been fully accredited and recorded. In such instances it is the responsibility of the Head of Partnerships to satisfy himself that such arrangements are ratified by the Partnership Committee as soon as practicable and a Partnership MOU then signed. Prior to that, such relationships shall be known as 'Provisional Partnerships'.

15 Policy review

This policy will be reviewed at the end of each business year.

Policy Ownership and Amendment History

Policy Ownership

Director Level Policy Holder: Chief Executive, CEOP
Policy Owner: Kelly Burke
Author or Responsible Person: Kelly Burke, (Acting) Head of Partnerships

Review and Amendment Dates

Date created: April 2006
Amendment dates: February 2007, April 2007, June 2007, Sept 2007
Date of last audit: 11/09/2007
Date of last review by Policy Owner: September 2007
Date of next review by Policy Owner: December 2007
