



Making every child matter ... everywhere

Annual Review 2010-11
and
Centre Plan 2011-12

CONTENTS

Foreword from the Home Secretary	5
Introduction by the Chief Executive Officer	7
Annual Review 2010-11 – what we achieved	8
Centre Plan 2011-12	12
CEOP's priorities	13
How we will tackle these priorities	14
Annex A – CEOP funding streams and resource allocation by business area - 2010-11	18
Annex B – CEOP Human Resources Plan – 2011-12	19
Annex C – CEOP Financial Plan – 2011-12	20
Annex D – CEOP Partners and Supporters	21



Foreword by the Home Secretary



The protection of children and young people is one of my key priorities. The Child Exploitation and Online Protection (CEOP) Centre makes a unique contribution to the protection of children and young people in the UK and abroad. This Annual Review is testament to what the Centre has achieved over the last year.

The statistics bear out the outstanding success CEOP has had - 414 children safeguarded, 513 suspects arrested, two million schoolchildren viewing CEOP's 'Thinkuknow' education packages – all in the last year alone. But beyond these numbers are the real lives that CEOP's work has transformed; the vulnerable children that have been protected from harm, the dangerous criminals who have been brought to justice and the young minds that have been educated.

All of this success is down to the hard work, dedication and expertise of CEOP staff and the partnerships it has developed. We want to build on these tremendous achievements. That is why I decided that CEOP should form an integral part of the new National Crime Agency (NCA). This will allow CEOP to continue to lead law enforcement work to protect children at a national level, but will also mean the Centre can draw on the resources and support available across this new and powerful agency to help protect even more children.

As part of the NCA, CEOP will be able to build on the things that have made the Centre such a success by ensuring it retains its unique brand, operational control, separate budget, governance structure and multi-disciplinary workforce.

CEOP is a model of a public sector organisation that works smartly, engages effectively with its partners and delivers significant outcomes. I want to congratulate all of the staff who work at CEOP, as well as the many partner organisations that work with the Centre to such great effect.

CEOP tackles issues that will always be of the utmost importance to the public. This government will always back the Centre's vital work. CEOP has achieved so much in such a short space of time and I am confident that it will continue to go from strength to strength.

A handwritten signature in blue ink, appearing to read 'Rt. Hon. Theresa May'.

Rt. Hon. Theresa May MP
Home Secretary



Introduction by Peter Davies, Chief Executive Officer (CEO)



Welcome to the 2010-11 Annual Review for CEOP, the UK's Child Exploitation and Online Protection Centre. In this Review, you will find information about the Centre's work between April 2010 and March 2011. You will also find information about what we plan to do in 2011-12 in our Centre Plan.

The CEOP Centre delivers its outcomes by working effectively in partnership with schools, police forces, charities, industry and government. In this year alone, there were over two million child viewings of our multi-award-winning 'Thinkuknow' education packages in schools, 414 children identified as being at serious risk made safe through risk assessment and protective measures and 513 suspects arrested as a result of our investigative and intelligence work. All these achievements are testament to the fundamental success of our way of operating and demonstrate the value we add to the efforts of the wider child protection community. All of our work is achieved at a cost of less than £6.5 million to the taxpayer.

CEOP has only just passed its fifth birthday. In that short time we have carved out a unique and highly valued role, at the forefront of collective efforts to prevent harm coming to children through sexual exploitation in its many forms. CEOP has a wealth of expertise and it is through the cross-fertilisation of that expertise – from covert internet investigators through child protection practitioners to education specialists – that we are able to help protect some of the most vulnerable members of society from some of the most appalling forms of harm.

The nature of the threat and the scope of our understanding constantly changes. There is now very little distinction in people's lives between the online and offline world, the power of technology and its use by people continue to grow exponentially and go in directions that are hard for anyone to predict. Patterns of offending and victimisation change, not just with technology, but in line with other factors.

Child abuse is one of the most harmful crimes. It is also massively under-reported and we are constantly aware that there is more harm going on, suffered in silence, than we know. It is our responsibility to flex, be agile, move quickly to deal with these challenges effectively and we will continue to do so. Nothing less will be good enough for the children and young people whom we serve.

We have weathered some times of uncertainty and emerged with a strong operational plan for 2011-12, which I believe is even more tuned in to the threats to children that still exist, despite our successes. Our existing partnerships remain strong and we are already building additional ones, engaging with people who can help us deliver more in terms of preventing harm, protecting the vulnerable and pursuing offenders.

I became Chief Executive Officer here in November 2010 and inherited a remarkable legacy from my predecessor, Jim Gamble, who I thank for his support. On behalf of CEOP, my thanks go to our many partners in child protection, in the UK and abroad, to the many people within government, the Serious Organised Crime Agency and our strategic partners for their essential logistical and moral support, to the CEOP Board who have dispensed welcome, support and appropriate challenge to me in fair proportion and most importantly to our superb staff, old and new, who every day radiate commitment, professionalism and passionate care for children everywhere.

A handwritten signature in blue ink that reads "Peter Davies".

Peter Davies
Chief Executive Officer

ANNUAL REVIEW 2010-11 – WHAT WE ACHIEVED

Key indicators

In 2010-11, we set out to measure our performance in four key areas. Here's how we did.

The number of children subject to safeguarding or protection as a result of CEOP activity.

In 2010-11 this number was **414**, compared to 278 in 2009-10.

The number of arrests made by another agency following the dissemination of intelligence by CEOP and /or supported by the deployment of CEOP resources.

In 2010-11 this number was **513**, compared to 417 in 2009-10.

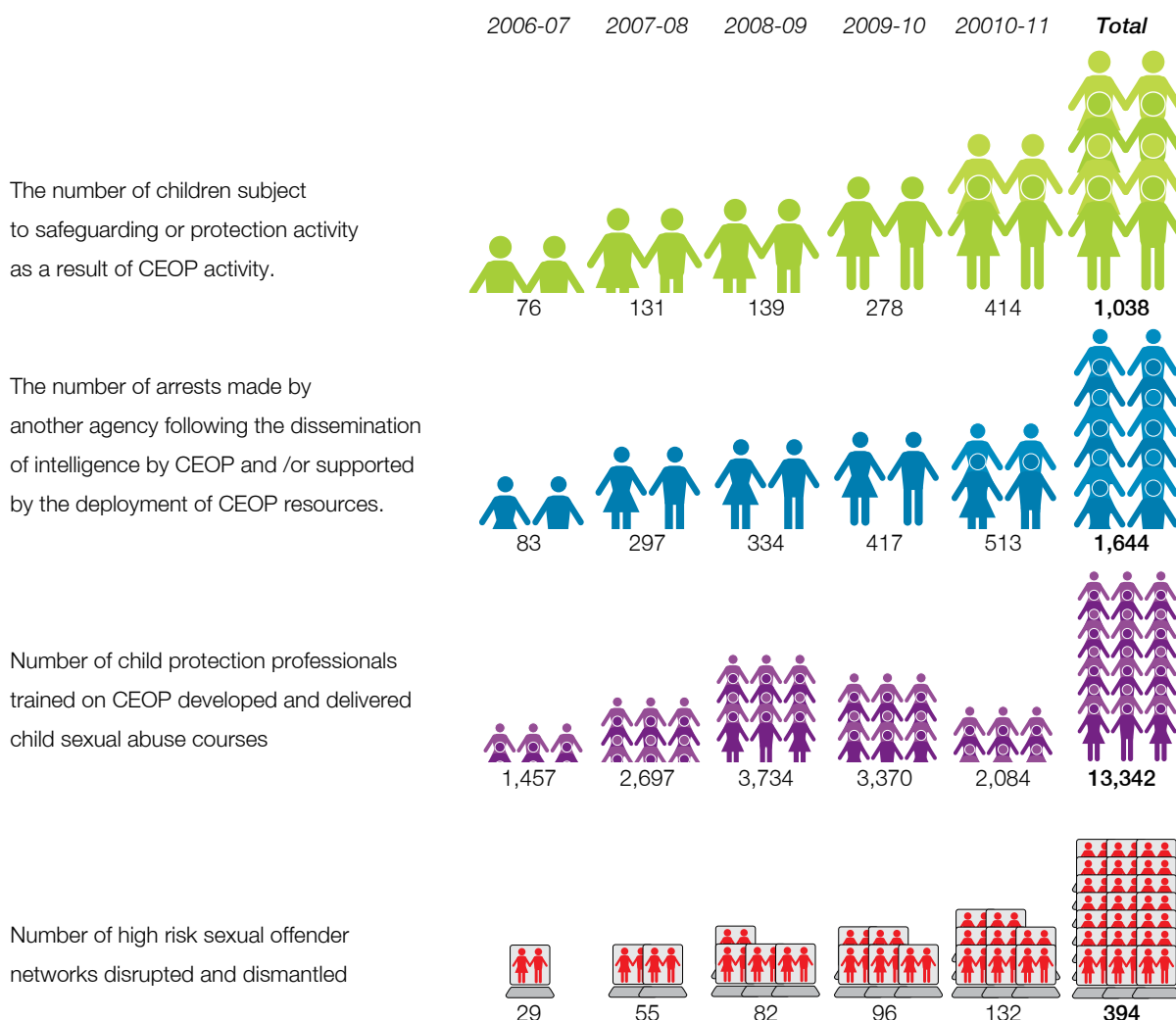
Number of child protection professionals trained on CEOP developed and delivered child sex abuse courses.

In 2010-11 this number was **2,084**, compared to 3,370 in 2009-10.

Number of high risk sex offender networks disrupted and dismantled.

In 2010-11 this number was **132**, compared to 96 in 2009-10.

Overview of key performance year on year



ANNUAL REVIEW 2010-11 – WHAT WE ACHIEVED

Key objectives

Identify, locate and protect children and young people from sexual exploitation and online abuse in the UK and globally

In the past year, the increased use of social networking sites by children has – along with its many benefits – brought with it increased vulnerability to grooming and to the misuse of self-generated provocative or sexual images. We have also noticed a worrying decrease in the apparent age of the victims in child abuse images circulating on the internet. We collaborate with similar agencies around the world to identify victims, protect them and bring their abusers to justice.

Every operation initiated or undertaken by CEOP has the benefit of independent child protection advice, to ensure that every opportunity is taken to protect children at risk. For example, our tracking of abuse images led to the identification of three female victims of sustained sexual abuse by their mother's partner in Manchester. The offender pleaded guilty to 37 charges of sexual assault and five rape charges. He was sentenced to an indeterminate public protection sentence with a minimum of eight years. His victims are now able to live without the threat of abuse.

Engage and empower children, young people and parents through information and education

Our main programme for engagement with children and young people is 'Thinkuknow' – an initiative that was launched at the CEOP Centre's inception in April 2006 and which has continued to grow with an array of award winning assets. The programme, which covers the entire key stage learning cycle, is delivered through a cascade model of dissemination with a specialist group of over 3,500 'Ambassadors'. These professionals are all given bespoke training by CEOP and have in turn worked across all of the UK regions to help train and build a network of more than 70,000 registered users. These registered users are primarily drawn from the education sector, but also include youth workers, social workers, police professionals and members of the wider child protection community. The programme has now been viewed over eight million times by children of all ages across England, Scotland, Wales and Northern Ireland.

Provide specialist information and support to child protection industry and professionals

Throughout 2010-11, CEOP experts have delivered inputs to six specialised and eight foundation courses for child protection professionals on topics ranging from Travelling Sex Offenders to the Psychological Impact of Working in Child Sexual Abuse, have delivered safeguarding training to professionals in Cambodia, Vietnam and Thailand and spoken at numerous national conferences. Expert advice is shared with professionals around the country on a daily basis by email and telephone, or monthly through external consultation visits. Specialist advice and consultancy has been delivered to police forces and the Serious Organised Crime Agency (SOCA) to help with specific cases.

ANNUAL REVIEW 2010-11 – WHAT WE ACHIEVED

Provide specialist support to enable offenders to be brought to justice

In 2010-11, a number of operations were carried out, most with significant international and technological elements.

These are just examples:

Operation Rescue started in 2008 and came to a conclusion with the conviction in Holland of the organiser of Boylover.net, a website which at its peak had nearly 70,000 members. Some were committing crime relating to images of child abuse and some were also abusing children in real life. In the UK alone, this one operation led by CEOP throughout, has so far resulted in 241 identified suspects, 130 arrests, 47 convictions, 42 children protected and 23 children safeguarded.

We also work with law enforcement agencies abroad to bring to justice British citizens who travel overseas to commit child abuse offences.

One operation led to a sentence of seven years imprisonment in Cambodia and another resulted in a British national receiving two years imprisonment. This same investigation safeguarded 42 children who had been staying at an orphanage which he was running.

Protect children and young people from the misuse of technology and those who would seek to harm them, through supporting the development of a safer on line environment

To be contemporary and relevant to young people and the communities they engage with, we have created new CEOP environments in Facebook, YouTube and Twitter, as well as through our Safer By Design programme with online communities such as Club Penguin, Habbo and Moshi Monsters. This has involved on-site awareness campaigns, the development of access 'apps' and increasingly the use of the ClickCEOP 'button', which has seen 252,582¹ users access the services on Facebook alone .

CEOP also continues to play an active role on the UK Council for Child Internet Safety (UKCCIS). The Centre is a member of the Executive Board and is 'championing' specific work streams to reach parents and children. This will include point of sale engagement, delivery of internet safety through contemporary platforms including mobile technology, as well as continuing to host a collaborative one-stop online portal for all ages to access internet safety advice and which signposts to partner services.

¹ There have been 117,730 daily unique user views of the ClickCEOP app and 134,852 daily unique user views from the ClickCEOP 'fan page' within Facebook – www.facebook.com/clickceop

ANNUAL REVIEW 2010-11 – WHAT WE ACHIEVED

Our organisation

Peter Davies arrived as the new Chief Executive Officer in November 2010, succeeding Jim Gamble. A new Deputy Chief Executive and Chief Operating Officer, Neil Giles, joined in January 2011.

The Centre is improving the way in which it accounts to the CEOP Board, by providing more data, revising organisational risk reporting and through staff giving presentations to the Board on their work.

Rapid efforts are underway to address development areas in Human Resources and Information Technology. In particular, the level of staff turnover has been unsustainable for some time and an intensive recruitment campaign, coupled with a plan to retain existing staff, has started.

A new planning and co-ordination process has been introduced with effect from April 2011. All of the Centre's functions are being retained, with some refreshed in order to address changes in our understanding of the risks to the public.

The Centre came in within its Grant in Aid (GIA) budget of £6.4 million for the year (central funding from government). Our capacity and capability were supplemented by our strategic partners, including the NSPCC (who provide child protection advisers throughout the Centre), Microsoft and Visa Europe, all of whom have pledged to continue their support. A breakdown of our funding and how it is allocated to each business area within CEOP is shown at Annex A.

The Serious Organised Crime Agency (SOCA) also provides substantial support on a permanent basis and has mobilised proactively for specific issues, such as our need for an intensive recruitment process.

CEOP Centre Plan 2011-12

INTRODUCTION

The Child Exploitation and Online Protection (CEOP) Centre is a UK wide, multi-agency organisation with an international reach, charged by the Home Secretary with preventing the exploitation of children. This ranges from individual exploitation through to highly organised criminal activity. The purpose of this plan is to set out what we will do in the year 2011-12 to fulfil our mission.

Our future

Our long-term future was announced by HM Government on 9 May 2011. CEOP will be able to operate with increased effectiveness within a suitably designed National Crime Agency and also thrive on the sustainability and leverage of wider resources that it can offer. We are confident that our operating model, based as it is on six clear, universally and explicitly agreed principles, is the one best suited to deliver the highest possible levels of child protection.

CEOP's priorities

Our three high level priorities are:

Prevent – Making it more difficult to exploit children.

Protect – Identify and safeguard children who are at risk.

Pursue – Identify offenders and stop or disrupt their activity.

Our CEOP Threat Assessment for 2011-12 identifies six high priority threats to children and young people which will be our main focus this year:

- children's behaviour putting themselves at risk;
- children who are particularly vulnerable to abuse;
- use of developing technology by offenders and those who are vulnerable;
- offenders who exploit children;
- offenders who make, distribute or access child abuse material; and
- the trafficking of children.

HOW WE WILL TACKLE THESE PRIORITIES

1. Our key principles

There are six key underpinning principles that will allow the CEOP Centre to continue to work effectively:

- the ability to create and sustain innovative partnerships;
- a multi-disciplinary workforce including specialists and experts;
- the CEOP brand which must be preserved and built upon;
- a separate governance body representing our wider stakeholder community;
- a ring-fenced budget that enables us to plan and operate sustainably; and
- operational autonomy to pursue our objectives.

2. Our values

The CEOP Centre is:

- focused on ensuring every child matters, everywhere;
- team based, founded on respect and empowerment and valuing diversity;
- smart, flexing to meet new challenges and demands and make the right things happen;
- in tune, listening to and respecting the views of stakeholders especially children and young people; and
- surprising, doing the unexpected and being innovative and creative.

3. Our people

CEOP attracts high quality professional people, highly motivated and with a strong sense of purpose. We know we need to recruit, retain and develop them and value their work. Our Human Resources Plan for 2011-12, which can be seen in Annex B, will set out how we intend to do this. We have a total of 116 posts, 90 funded by GIA and the remainder through partners.

The key personal qualities to which we aspire are:

- working with others – co-operating, collaborating and communicating effectively;
- achieving results – turning strategy into action;
- leadership – inspiring, motivating, communicating, influencing and creating; and
- making a difference – building knowledge, using new techniques, responding to change and contributing to our aims.

HOW WE WILL TACKLE THESE PRIORITIES

4. Our accountability

The Chief Executive Officer, Peter Davies, is accountable to:

- ➔ the CEOP Board, chaired by Francis Plowden, with representatives from the child protection community, industry and government;
- ➔ the Home Secretary via the Home Office; and
- ➔ the Director General of SOCA who is CEOP's Accounting Officer.

All three take part in the monitoring and oversight of CEOP's work to ensure we are properly resourced, work to the right strategy and deliver on our mission efficiently and effectively.

5. Our structure

CEOP's operational work is divided into three faculties - Intelligence, Specialist Operational Support and Harm Reduction. Each Faculty Head reports to the Deputy Chief Executive Officer and Chief Operating Officer, Neil Giles. Additionally, a Support and Development unit reports to the Chief Executive Officer on matters relating to governance, strategy, policy and legal matters. Our Head of Safeguarding and Child Protection ensures that all CEOP's practice remains focused on the needs of children and young people.

6. Our operational plan

Activity will be undertaken during 2011-12 to tackle the top priorities and highest threats we have identified. We will put the safety of children and young people first. Each Faculty will have a distinct Plan of Action to support the achievement of our overall priorities and objectives.

7. Our resources

Our Financial Plan for 2011-12, which can be seen in Annex C will set out how we will use our resources to achieve our objectives. We intend to use 25% of our resources on prevention, 40% on protection and 35% on pursuit.

Our GIA budget for 2011-12 is £6.38 million. We expect this part of our budget to reduce by 10% by the year 2014-15. Through effective partnership, CEOP adds significantly to the resources we receive from the taxpayer through GIA.

HOW WE WILL TACKLE THESE PRIORITIES

8. Our investment in and commitment to diversity

The Centre has a history of investing in diverse qualities and skills to deliver the unique business model that is CEOP. Our diversity profile is in healthy balance in comparison with many other public bodies. We recognise the value this unique blend brings to our work and will continue to monitor our profile as we progress.

9. Our partnerships

The CEOP Centre would achieve little without our wide range of partnerships including education, law enforcement, industry and the voluntary sector. Our Partnership Strategy will set out how we intend to work with partners to achieve the best possible outcomes in terms of safety for children and young people.

10. Measuring and reporting our performance

Our top line measures will derive from:

- the number of children safeguarded, such as those at risk and made safe through our work;
- the impact of our work to identify, stop and disrupt the highest risk offenders; and
- the impact of our harm reduction programme in empowering children, families and communities to prevent abuse and exploitation.

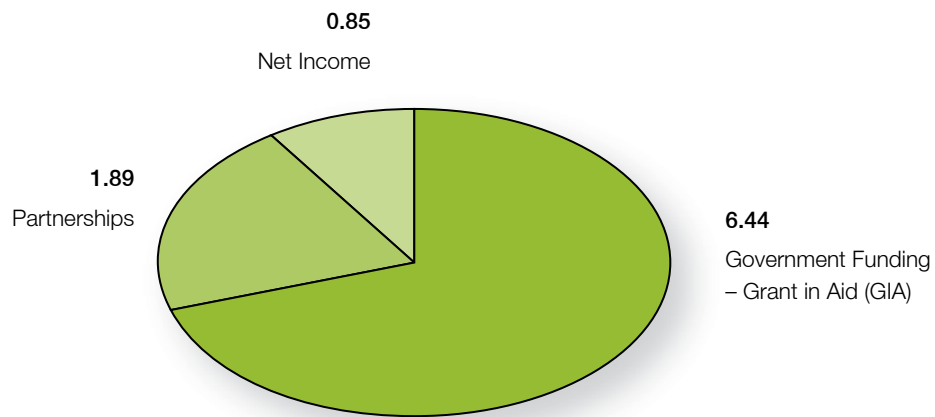
We will publish an open Annual Review of our work. We will report performance to the CEOP Board as follows:

- every month – headline quantitative performance measures;
- quarterly – other quantitative performance measures; and
- annually – qualitative performance measures.

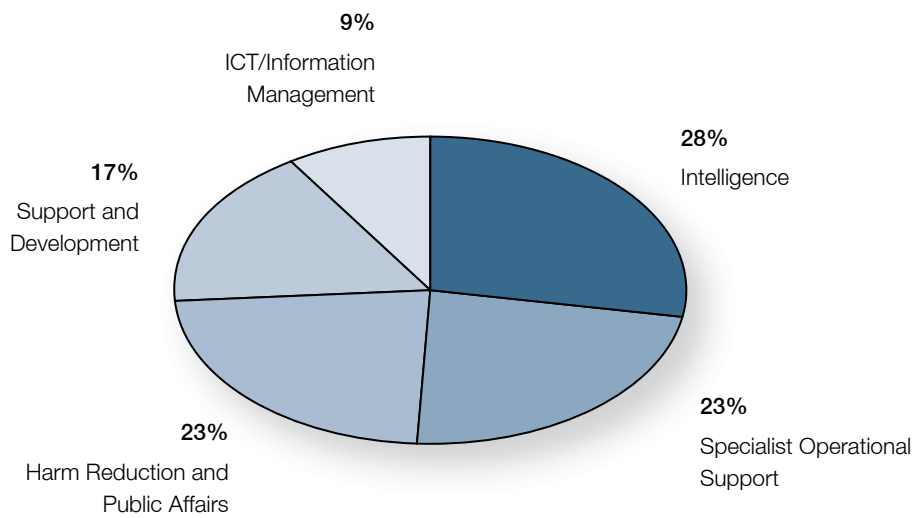
Appendices

ANNEX A CEOP funding streams and resource allocation by business area 2010-11

CEOP funding streams 2010-11 (£m)



Resources allocated



ANNEX B CEOP Human Resources Plan 2011-12

Introduction and overview

CEOP has a series of challenges to address in order to deliver the basis for a more resilient organisation. Our aspirations for CEOP are set out below and comprise:

- competent, trained leaders and managers;
- managers delivering what they promise and only promising what they will deliver;
- a Personal Development Scheme process that is evidence based and objective, ensuring that everyone is working to personal objectives that complement CEOP's objectives;
- efficient planning and delivery of the necessary recruitment, retention and progression of staff; and
- efficient and effective succession planning where the expiry of secondments and attachments can be anticipated.

Leading to:

- confidence among staff that their development needs will be identified and met;
- confidence that selection and other Human Resources related processes are fair and consistent;
- a supportive, positive 'management conversation' with every one of our staff; and
- a genuine sense that people are valued.

Which will enable:

- our staff performing to 100% of their potential;
- better retention of skills and experience; and
- a more motivated, confident and contributing workforce.

Which will deliver:

- a better outcome in protecting children and young people .

CEOP's targets in the immediate term

- to restore CEOP's staffing levels so that strength is 100% by 31 July 2011;
- to maintain CEOP's staffing levels so that strength never falls below 95% of establishment at any time, between 31 July 2011 and 31 March 2012;
- to reduce staff turnover for the period 31 July 2011 and 31 March 2012; and
- to reduce recruitment timescales, so for the year 2011-12, the average recruitment process, from request to staff arrival, is less than three months (resulting in the target average being exceeded in fewer than 5% of cases).

CEOP's targets in the medium term

CEOP recognises that other work must be commissioned in tandem with the urgent activity articulated above to deliver our aspirations for a more resilient organisation. This will include:

- a structured programme of consultation with staff;
- investing in the development of our leaders and managers;
- a Centre-wide review of recognition, reward, career structures and development opportunities; and
- a Centre-wide review of our structures to ensure the best outcomes for children and young people from our work.

ANNEX C CEOP Financial Plan 2011-12

Introduction

CEOP's unique approach to business means that GIA funding from Home Office, through SOCA, represents about 70% of the fiscal requirement, the remainder being sourced through partnership support. The GIA settlement in 2011/12 is flat at £6.38 million and will reduce by 10% over the course of the following three years of the Comprehensive Spending Review (CSR) period, concluding in April 2015. Whilst this will equate to a reduction of funding from government in real terms over the full CSR period, the Centre remains well supported in comparison with the wider public sector.

Our finance objectives

- to deliver full centre services over the course of the year within the envelope of funding made available from all sources;
- to improve performance out turns in all areas of business;
- to devolve responsibility for managing spending to the most appropriate level in the Centre faculty teams and hold managers to account for spending; and
- to work with all partners to enhance our capacity and capability through access to external sources of funds and resources.

Budget setting

Overall, the CEOP Centre has set a budget at £6.981 million, some £643,000 above the GIA allocation. This figure anticipates a full complement of staff by July 2011 and sufficient income from both partnership support and CEOP Centre Professional Development and Education activity. The risks to this approach will be articulated in our Strategic Risk Register and monitored by the senior management team monthly and the CEOP Board quarterly, adjusted as necessary should income fall below, or spend rise above expectation.

Efficiencies

The CEOP Centre spent almost £1 million in 2010-11 on the provision of ICT support to Centre activity. In the coming year, CEOP expects to spend about half of that figure due to the arrival of the new contract of support under the SOCA 2010 Programme.

We will spend less money on operational expenses and non-pay staff costs. We will reduce our reliance on temporary staff in comparison with 2010-11, as faculty managers take direct responsibility for authorising this spending and our vacancies reduce. This will help reduce the pressure on our staff.

CEOP will continue to identify efficiency opportunities as the year progresses.

Accountabilities

1. Each Faculty has agreed a budget and a delivery plan with the Deputy Chief Executive Officer and will be accountable for delivery of business performance against their budget profile.
2. The Deputy Chief Executive Officer will be accountable for overall management of the budget and report to the Chief Executive Officer monthly.
3. The Chief Executive Officer will report to the Accounting Officer for SOCA and CEOP, through the CEOP Board, on the effective utilisation of all funds.

The Deputy Chief Executive Officer will also review spending monthly with faculty heads and report to the CEOP Board quarterly.

ANNEX D CEOP Partners and Supporters

The CEOP Centre would like to thank our numerous stakeholders who support us in so many different and creative ways, in particular, the following organisations who have directly contributed to enhancing CEOP's work in 2010-11:

Partners

ACS International Schools
 BAE Systems Detica
 Beatbullying
 British Chamber of Commerce Thailand
 BT
 Churches' Child Protection Advisory Service (CCPAS)
 Crimestoppers
 Google
 Microsoft
 National Society for the Prevention of Cruelty to Children (NSPCC)
 Netsafe New Zealand
 O2
 Serco
 UK Border Agency
 Virgin Media
 Visa Europe
 Vodafone UK

Supporters

Association of Chief Police Officers
 Association of Chief Police Officers Criminal Records Office
 Association of Police Authorities
 Australian Federal Police
 British Council Thailand
 Council of British International Schools
 The Charity Commission for England and Wales
 Dell UK
 Deloitte
 Diversey
 Epicure Catering Limited
 Evidence Talks
 Facebook
 The United States Federal Bureau of Investigation
 The Football Association
 Foreign and Commonwealth Office
 Home Office
 Internet Watch Foundation
 Missing People
 National Center for Missing and Exploited Children
 Parents and Abducted Children Together
 SAFECchild
 Serious Organised Crime Agency
 Third Man
 UNICEF
 University of Central Lancashire
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