



## **Annual Review 2012-2013 & Centre Plan 2013-2014**





## Contents

<b>CEOP Annual Review 2012-13</b>	<b>5</b>
Home Secretary's Foreword	5
Chief Executive Officer's Foreword	6
Our performance – 2012-13 in summary	7
Our performance – Preventing child sexual abuse	8
Our performance – Protecting children from harm	10
Our performance – Pursuing offenders	12
Performance against our strategic objectives	14
<b>Centre Plan for 2013-14</b>	<b>15</b>
Introduction	16
Our future	16
Our key threat areas 2013-14	17
Our plan for delivery 2013-14	17
Our accountability	19
Our financial resources	19
<i>Appendices</i>	<b>21</b>



## Foreword by the Home Secretary



The sexual abuse of children is one of the most horrible of all crimes. As the recent revelation of historic cases of child sexual abuses has highlighted, it is not confined to any particular sector of British life: it affects all communities and all levels of society. The harm inherent in the destruction of innocence and the psychological and physical pain that abused children suffer can blight victims' whole lives. Many never recover from the agonising trauma they endured as children. The Child Exploitation and Online Protection Centre (CEOP) is central to the Government's efforts to do everything possible to diminish the extent of this terrible crime.

Over the past year, CEOP has had some remarkable successes identifying, locating and protecting children and young people who are at risk of abuse, and protecting them from harm.

Many highly dangerous sexual offenders are now thankfully behind bars as a result of CEOP activity. Intelligence relating to incidences of child sexual abuse – the first step to stopping abuse and prosecuting its perpetrators - has reached unprecedented levels.

Staff at the Centre champion the needs of children who have no one to speak for them. They do remarkable work supporting victims of abuse. Last year, referrals to CEOP have increased to their highest ever with 18,887 received. Around a fifth of those referrals have come, not from professionals or specialists, but from members of the public: children or their concerned parents, relatives and friends.

As a Government we are committed to making it as easy as possible to report sexual abuse. We're making sure that all the agencies are working together to support children who are, or think they might be, victims of abuse. We're creating a framework which will help children have the confidence to come forward and report what has happened to them.

But bringing offenders to justice is only part of what CEOP does. It also acts to prevent children from becoming victims in the first place. CEOP's 'Thinkuknow' educational programme has proved its effectiveness: it has now reached millions of children, empowering children with ways to keep themselves safe. It gives them the resilience they need to resist grooming, and the confidence to report crimes or suspicious activity.

CEOP also works closely with a range of partners to help protect children, including organisations like the NSPCC, Microsoft and Visa. These organisations bring valuable skills and expertise to bear in support of CEOP's work.

I would like to thank CEOP Chief Executive Peter Davies for his dedication and hard work which has been instrumental in delivering CEOP's successes. CEOP's major achievements from 2012/13 are outlined in more detail in this Annual Review while the Centre Plan looks to future challenges and priorities.

The Centre will be an integral part of the National Crime Agency (NCA) to be created in October 2013, in which it will form a command within the NCA for tackling child sexual exploitation and abuse. It will work closely with other areas of the NCA but retain operational independence. That independence will both ensure that it can protect children at a national level with even greater effectiveness, and will also support international co-operation on tackling this horrible crime.

Part of CEOP's success story since its foundation has been its ability to establish partnerships throughout the world with children's charities, internet service and technology providers, education establishments, government departments and law enforcement agencies. These relationships help the Centre share its specialist expertise and bring a more complete and far-reaching approach to tackling child sexual abuse, protecting children in a range of contexts, including acting as the national lead on missing children. We are committed to nurturing and developing these successful partnerships within the NCA.

Operating with this powerful new crime fighting agency, CEOP will be better positioned and resourced than ever before to tackle child sexual exploitation and bring to justice those who seek to harm children.

I believe this will enable us to reduce very significantly the scope of this terrible crime.

Rt. Hon. Theresa May MP  
Home Secretary

## Introduction by Peter Davies, Chief Executive Officer (CEO)



Thank you for reading this, the CEOP Review of 2012-13 and Annual Plan for 2013-14.

Last year saw the Centre delivering more than ever before in the protection of children from sexual exploitation and abuse. We made ourselves more efficient and were able to take on a much larger workload of reports relating to child sexual abuse, and deal with them far more quickly.

We reached more children and young people than ever with our key prevention messages, helping to make them safer from some of the key threats. We disseminated more intelligence than before – about children at risk and people who might harm them – to police forces and children's services across the UK.

We have conducted operations and delivered specific programmes of activity, in the UK and overseas, to help combat the increasing globalisation of child sexual abuse. Indeed, we have remained resolute in our pursuit of the worst offenders who cause the greatest harm, overcoming technical and geographic challenges to bring them to justice. For all of these outcomes, as always, our success was shared with our many partners on whom we depend – including our network of over 91,000 volunteers in the UK, our law enforcement partners in the UK and across the world, the supportive organisations who partner with us, and the child protection community, online and offline.

This year we will build on that success and those partnerships, as we become a command within the new National Crime Agency. This will bring change, but not the kind to be afraid of. A new agency, with a mission to protect the public and a duty to protect children, is something that will add greatly to the work of CEOP, not least by sharing it. We can look forward to the possibility of more specialist operations like those highlighted in the review's case studies; more resilient and efficient ways to deal with the increase in reports: more scope to provide our specialist support where it's needed; and more ability to create and innovate. What matters most is that children are safer in the future than they have been in the past, and that is something to which the new agency, with CEOP, will be clearly committed.

No review of CEOP is complete without a proper acknowledgement of the extraordinary people who work here, showing a commitment, passion and professionalism that never ceases to impress. Leading them is a privilege. The UK's children are, and will continue to be, safer because of what they do.

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

Peter Davies  
Chief Executive Officer

## Our Performance 2012-13 in summary

Our key performance indicators are based on our priority work to Prevent, Protect and Pursue.

# PREVENT Prevent

PREVENT

Over **2.6 million children** have seen the Thinkuknow resources.

Over **800 professionals** in education, child protection and law enforcement have been trained by CEOP this year with a range of subject areas relating to preventing and detecting sexual crimes against children.

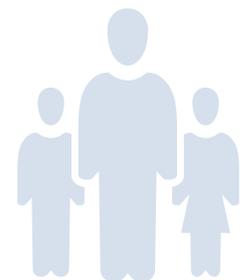


# PROTECT Protect

PROTECT

**790 children** were subject to safeguarding or protection as a result of CEOP activity.

CEOP received **18,887 reports** relating to child sexual exploitation.



# PURSUE Pursue

PURSUE

CEOP disseminated **2,866 intelligence reports** to UK and overseas law enforcement agencies relating to individuals suspected of being involved in child sexual abuse.

CEOP activity led to the arrest of **192 suspects** in the last year.



## Our Performance Preventing child sexual abuse

### Education

CEOP's Thinkuknow programme and resources reached more than 2.6 million primary and secondary age children in the last year with age-appropriate cartoons, films and activities being delivered by a growing network of trained teachers, coaches, social workers and volunteers. A rise in the number of primary-aged children accessing CEOP resources such as 'Lee and Kim' and 'Jigsaw' is perhaps indicative of the growing awareness among professionals working with children of the need to reach those young people who are using mobile and internet ready devices at younger ages than ever before.

With one in five reports to the Centre last year relating to self-generated indecent images, the focus of the Thinkuknow's 11-16 programme this year has been in developing new resources to tackle this rising trend (see case study: First to a Million)

The new school term in September and re-launch of CEOP's Facebook App saw an unprecedented rise in visitor numbers to the Thinkuknow website as teachers began to prepare for online safety training in schools. With Ofsted identifying CEOP training as a 'key feature in good and outstanding practice' for schools<sup>1</sup>, the ambassador and volunteer training days, run throughout the year, now consistently outstrip demand. Indeed, the number of our nation-wide professional network has swelled to almost 4,400 ambassadors and over 91,000 volunteers, all delivering safety messages, training and advice to children in their own communities.

### CASE STUDY

#### First to a Million

**A new CEOP interactive film tackles the growth in young people sharing sexual pictures and videos of themselves. First to a Million shows how quickly things can spiral out of control when uploading this content, and the help available if it does. The film and classroom resources were launched in November at six schools across the UK. Twenty press interviews were conducted and secured widespread coverage in the regions. In the four months since its launch in November, the film has been viewed more than 10,000 times on YouTube alone.**

### Working Across Borders

Building the capacity for other countries to deal effectively with child sexual abuse and travelling British offenders continues to be a key thread of our prevention work. CEOP's International Child Protection Network, supported by the Foreign and Commonwealth Office and Visa Europe, delivered a series of events in the last year to enhance understanding and share best practice in high risk countries. Based on feedback and consultation with our ICPN members, this programme of activity included a conference on 'Young People and Risk in the Online Environment' (Ukraine); Child Protection training (Thailand and Philippines); Travelling Sex Offenders workshop (Spain); and training on interviewing child abuse victims for best evidence (Vietnam).

Another key initiative tackling travelling sex offenders this year has been the development and launch of the International Child Protection Certificate (See case study: ICPC) The ICPC was designed to allow international schools and organisations in other countries access to a UK police check if they are employing or looking to employ British nationals, or people who have spent time living in the UK in order to prevent child sex offenders convicted in the UK, from working with children overseas. The certificate was launched in 2012 in Ukraine, Spain, Thailand, Cambodia, Vietnam and Philippines alongside the pre-planned activities of the ICPN, and will continue to be promoted in 2013-14 as part of our international engagement.

<sup>1</sup> Inspecting E-Safety: Briefing for Inspectors, Ofsted, September 2012.

## Our Performance Preventing child sexual abuse

### CASE STUDY

#### International Child Protection Certificate (ICPC)

In a joint initiative, CEOP and ACPO Criminal Records Office developed the ICPC as a means to better protect children from UK child sex offenders who seek employment or roles in other countries that give them access to children.

Launched in October 2012, the ICPC is a criminal records check against police and intelligence databases in the UK.

This would reveal any convictions or reasons as to why someone should not work with children and would prevent the employment of offenders such as the below:

- A report was made to CEOP regarding RG, a man with previous convictions for sexual offences against boys in the UK, who was teaching at a school in India. Since his release from prison in the UK, he had been working as a teacher at international schools in Asia. The schools had no means to make a police check against him.
- CEOP worked with authorities in India and following a local investigation, RG was found to be in possession of child abuse images. Now back in the UK and having accepted a UK police caution for the image offences in India, RG has been placed on the Sex Offender's Register and is subject to risk management by the local police force.

### Key Statistics

- ▶ Our network of volunteers, ambassadors and trainers delivered important safety messages to more than 2.6 million children.
- ▶ CEOP trained almost 400 new Thinkuknow Ambassadors through training events, bringing the total number of CEOP ambassadors to more than 4,373. Those professionals are then able to cascade this training to their colleagues.
- ▶ CEOP trained 417 other professionals who work in child protection related organisations and agencies overseas, in a variety of specialist areas including online safety education, covert internet investigations and interviewing techniques.
- ▶ Almost 3.5 million unique visitors to the CEOP and Thinkuknow websites in 2012-2013.
- ▶ Engagement through social media also increased with the launch of a new CEOP Education Twitter account. CEOP's Twitter accounts now have more than 6,000 followers. Its Facebook page has more than 51,000 current likes, as the CEOP brand and reach continues to grow in strength across a range of social networks.
- ▶ Through its Facebook likes, CEOP has the potential to reach approximately 200,000 people including subscribers to the CEOP page and friends receiving updates.

## Our Performance Protecting children from harm

### Child Sexual Abuse Reports

Reports of child sexual abuse into the Referrals Team into the Centre reached unprecedented levels once again this year with a total of 18,887 reports showing an overall increase of 14% on last year. About 16% of all reports come via the ClickCEOP button, which is now linked to more than 1,700 different websites and other online environments. Using this button a child or parent can report directly to CEOP's specialist officers any incidences of grooming, inappropriate contact and/ or contact sexual abuse. The remaining reports come from law enforcement and internet industry sources. Reports from the internet industry via the National Center for Missing and Exploited Children (NCMEC) in the USA continue to make up a large proportion of non-public reports. This is due to the fact that legislation in the USA mandates companies whose servers are based there to report suspected child abuse to NCMEC and CEOP is the recipient of all those reports that involve a UK offender or victim.

On average, 6% (1,099) of all reports into the Centre are high priority in that they require urgent action because a child is at immediate risk of harm. This may be a suicide threat, risk of imminent sexual abuse, a child meeting or planning to meet a suspect, or a missing or abducted child.

Our team of specialist NSPCC child protection advisors triage all reports received by the Centre, provide risk assessments and advice to investigating officers on complex and challenging enquiries, and have also advised children and parents on more than 700 occasions in the past year.

### Knowledge

Increasing our understanding of the threats to children from sexual abuse, underpins all our operational and educational work. The research we undertake also means we can help officers in police forces investigating these crimes make informed decisions based on the latest intelligence picture. The 2012 Threat Assessment of Child Sexual Exploitation and Abuse identified the most significant threats to children towards which we would focus our efforts. These were:

1. The targeting of children online based on their heightened vulnerability.
2. Those who sexually offend against children using the anonymity afforded by the hidden internet.
3. The production, distribution and possession of indecent images of children.
4. Those who travel overseas to sexually offend against children.
5. Group and gang associated sexual exploitation of children.

While the majority of assessments and reports we provide on these key threat areas have a restricted circulation to UK law enforcement only, we endeavour to share some reports more widely to help inform the public about the many issues surrounding child abuse and support the work of the non-statutory, non law enforcement agencies working to protect children (see case study: A Picture of Abuse).

## CASE STUDY

### International Child Protection Certificate (ICPC)

Published in June 2012, our thematic assessment, 'A Picture of Abuse,' brought together current academic thinking and operational police experience in the form of case studies and practitioner debriefs, in order to better understand the risk posed by those who view indecent images of children. The report highlighted the significant risk of contact offending posed by those who possess indecent images of children. It made key recommendations about how police forces and others involved in child protection and the criminal justice process, can manage that risk to safeguard and protect more children.

## Our Performance Protecting children from harm

### Knowledge

Additionally, CEOP fielded specialist officers to more than 40 conferences last year covering a diverse range of child protection-related topic areas. They delivered presentations about the work of the Centre, conducted specialist training events, and developed our working relationships within the domestic and international child protection community. Also, in 2012, CEOP began a programme of open days at the Centre. These gave colleagues in other child protection units and agencies the opportunity to learn more about the Centre's expertise and to meet the teams behind its successes.

### Missing Children

CEOP's Missing and Abducted Children Team continues to work closely with the national Missing Person's Bureau to provide a consultancy service to police forces on missing children cases. In 2012, CEOP took responsibility for the use and development of the Child Rescue Alert system (CRA) (see case study below) and has been responsible for a consultation process on expanding the use of the CRA in missing children cases.

May 25, 2012 marked International Missing Children's Day and the launch of the Missing Kids website ([www.missingkids.co.uk](http://www.missingkids.co.uk)). This is run by CEOP in conjunction with the charity Missing People, providing a fresh new platform to highlight missing children appeals, support for families and highlighting key services available. The site regularly now achieves more than 8,000 unique visits per month and this is steadily increasing.

## CASE STUDY

### Child Rescue Alert

On Tuesday 2 October, five-year-old April Jones went missing from outside her home in Machynlleth in Wales and this event quickly developed into one of the UK's biggest ever missing children operations. In support of Dyfed Powys Police, CEOP triggered the first nation-wide Child Rescue Alert system in the UK. This system provides a single number and call handling solution for a large volume of calls, and alerts the national media to cases so that an effective public appeal for information can be made.

### Key Statistics

- ▶ 790 children were safeguarded and protected from sexual abuse as a result of CEOP intelligence and operations in 2012-2013.
- ▶ 6% of all referrals into the Centre are urgent and require immediate action because a child is at immediate risk of harm.

## Our Performance Pursuing offenders

### Child Sexual Abuse Reports

Last year, CEOP focused its operational resources in the following areas:

- dealing with the increase in reporting to CEOP;
- providing operational support and consultancy to police forces; and
- targeting those offenders who pose the highest risk to children's safety.

In the reporting year of 2012-2013, CEOP made almost 3,000 intelligence disseminations to UK and international law enforcement agencies, and more than 600 to children's services. All of these disseminations related to incidences of child sexual abuse and in some cases concerned children in immediate danger. This number of disseminations is unprecedented since the Centre began in 2006. This increase is largely due to the overall increase of referrals into the Centre and best reflects the volume of enquiries which CEOP conducts and adds value to. Feedback we have received from police forces to date has shown that 192 suspects have been arrested in the UK and overseas following the receipt of an intelligence package from CEOP.

CEOP assisted and advised on some of the highest profile child abuse and missing children cases of the past year. CEOP specialists assisted with covert internet investigations, interview and child protection strategies, enhanced technical forensic capability and advised on community engagement to raise awareness of the risks faced by children.

High-risk offenders from anywhere in the world can target hundreds of children online for sexual abuse. In 2012/13, CEOP specifically targeted these dangerous individuals. Operation Hattie (see case study below), which was a complex international operation coordinated by the Centre, is just one example of this area of operational activity. It illustrates the increasing globalisation of child sexual abuse. Cases such as these are likely to be more common as online access grows in the developing world.

### CASE STUDY

#### Operation Hattie

**From Kuwait, two men targeted their young victims aged between 12 and 16 in 13 different countries around the world on social networking and instant messaging applications, often pretending to be someone the children already knew. They would then trick victims into giving them their online passwords using a link, before threatening them into engaging in inappropriate sexual activities via webcam. The level of sexual abuse victims were subjected to, and the harm caused, was extreme. 110 children, including 78 in the UK, were targeted by these offenders, who, in December 2012, were each jailed for five years for their offences.**

CEOP occupies a unique position in the UK law enforcement landscape and has particular expertise supporting investigations across multiple national borders and jurisdictions. The links it has with international law enforcement and the intelligence it receives through these and other partners, as well as reports to the Centre, also mean it can provide the latest information on this crime area to investigating officers. In June 2012 CEOP led a UK-wide police operation targeting child abuse image offenders while simultaneously releasing the findings of a major study, 'A Picture of Abuse', highlighting the significant risk to children these offenders pose.

## Our Performance Pursuing offenders

### CASE STUDY

#### Operation Tharsley

Operation Tharsley in June 2012, targeted individuals thought to be in possession of child abuse images and involved 40 UK police forces as well as officers from the Serious Organised Crime Agency (SOCA). The operation resulted in more than 143 search warrants being executed, 78 suspected offenders arrested and 80 children safeguarded from sexual abuse.

Suspects were identified as a result of intelligence received directly from CEOP as well as from investigations conducted locally.

During the year 2012-2013, CEOP has continued to provide tactical advice and support to police forces on complex child abuse investigations and to help locate missing high-risk sexual offenders when they have broken the terms of their release from prison or absconded from justice.

CEOP has also built upon its excellent relationships with national and international law enforcement agencies to focus its attention on any offender travelling through UK borders, for the purpose of abusing children. These relationships, including its continued participation in the Virtual Global Taskforce have helped CEOP tackle the threat posed to children, both within the UK and overseas, by those who travel to abuse and exploit them.

### Key Statistics

- ▶ CEOP has made 2,866 intelligence disseminations on individuals suspected of being involved in child sexual abuse to law enforcement agencies and 601 to children's services.
- ▶ Feedback received from police forces in the UK and overseas show that 192 suspects have been arrested as a result of CEOP intelligence.

## **Corporate Services**

### **Supporting the front line**

As an affiliate of the Serious Organised Crime Agency, CEOP calls upon shared services such as Information Communications Technology (ICT), finance, human resources and estate management. In-house services within CEOP include small teams covering legal, relationship management and corporate communications.

### **Financial Review**

CEOP's full year outturn for the financial year 2012-13 was £6.4 million.

# Centre Plan 2013-14



# CEOP Centre Plan 2013-14

## 1. Introduction

The Child Exploitation and Online Protection (CEOP) Centre is the UK's law enforcement-led child protection organisation.

Our mission is:

*Working with others to protect children from sexual abuse and sexual exploitation*

CEOP works closely with law enforcement, children's services, industry partners and the voluntary sector to safeguard children from sexual exploitation and abuse, and hold offenders to account. The Centre also holds the national strategic lead for missing, kidnapped and abducted children.

Our day-to-day work, in whatever role we perform, is underpinned by a set of delivery standards. These are listed at Appendix A.

## 2. Our Future

In October 2013, CEOP will form one of the four commands in the National Crime Agency. This is an exciting time for the Centre and will bring numerous advantages to CEOP, including increased capacity to deal with complex cases of child sexual exploitation and abuse; more resilience for our front line operationally critical services; support from the agency's specialist functions, such as cyber crime, border policing, operations or its international network; and influence as a critical part of the UK's national lead in crime fighting and protecting the public.

In order to integrate with the new agency effectively, CEOP has been preparing for these changes for several months, increasing our frontline resources and efficiency while staying within our budget.

As we approach the launch of the NCA, we will seek to build on what we have achieved so far, as well as taking on some important new work that will come with being part of the NCA.

For example, our work in education, delivering specialist child protection advice and developing mutually beneficial and ethical partnerships will be expanded and developed, while new functions such as the Specialist Advice Centre will provide complex investigation support and guidance to NCA officers and external partners. Other areas of our work such as operational delivery will benefit greatly from the increased capacity and resilience that will come with being part of a larger organisation.

The NCA will have a statutory duty to safeguard and promote the welfare of children under Section 11 and Section 28 Children Act 2004. We are working closely with colleagues to embed these responsibilities into the NCA's operating model and ensure officers have the skills and training required to carry out this duty.

Any time of change brings question and uncertainty, but we are certain that our mission, protecting children from sexual exploitation and sexual abuse, will be achieved better than ever as part of the NCA.

## CEOP Centre Plan 2013-14

### 3. Our Key Threat Areas for 2013-14

This year we have refreshed our Threat Assessment of Child Sexual Exploitation and Abuse and identified the following key threat areas which will provide the focus for our activities over the coming year:

- i) The proliferation of indecent images of children, particularly the production of still, moving and the live streaming of child abuse images.
- ii) The online sexual exploitation of children, with a focus on the systematic sexual exploitation of multiple child victims on the internet.
- iii) UK nationals committing sexual offences against children overseas, including both transient and resident UK nationals and British citizens.
- iv) Contact sexual offending against children, particularly the threat posed by organised crime-associated child sexual exploitation and the risk factor of missing children.

### 4. Our Plan for Delivery 2013-14

CEOP will remain focused on protecting children from sexual exploitation and abuse in 2013-14. CEOP and the NCA will continue to provide all the core services that we currently deliver; maintaining and building on our achievements to date. We will continue to be the point of contact for reports of online child sexual exploitation from the public and industry, and retain our specialist capabilities such as victim identification and covert internet investigation, and our award-winning preventive work in education.

A small number of functions will be managed as part of specialist NCA teams in future. However the officers who will be part of these teams will remain focused on tackling child sexual exploitation and abuse and will continue to be embedded at the CEOP Centre. This arrangement will improve efficiency and aid professional development. Principally it will provide us with access to a larger pool of NCA officers that will improve our resilience to surges in demand which often occur following a high profile child abuse case or the launch of a new awareness raising campaign to the public.

To assist the delivery of an effective response to the key threat areas and our transition into a command of the NCA, our work in 2013-14 will be guided by four strategic themes. Our intention is to maintain all our services, uninterrupted, during this transitional phase, but realise the benefits of being in the NCA as quickly as possible:

#### a) Setting priorities and coordinating the delivery of a response

We will increase our understanding of the threat posed by offenders who target children for sexual exploitation and abuse. An action plan to address each of the key threat areas to children for 2013-14 (detailed in Section 3) will be produced and set out our response to these. Priorities will be agreed with partners to ensure our efforts have the most impact in protecting children and tackling offenders.

We will work closely with colleagues on the development of NCA functions to ensure that the dynamic assessment of risk and the protection of children is embedded in the NCA's operating model.

We will constantly evolve our approaches to the threats posed to children to keep pace with evolving technology and methodology. Raising awareness of the risks, educating the public and changing public behaviour will remain a priority.

#### b) Supporting operational delivery and the development of new capabilities

Our focus, both in the UK and internationally, will continue to be to protect vulnerable children from sexual exploitation and abuse and pursue offenders. This will be achieved by working with a range of partners against offenders who cause the most harm.

## CEOP Centre Plan 2013-14

Working with partners to agreed multi-agency priorities, we will coordinate or support the delivery of a comprehensive operational response to the threat to enable more children to be safeguarded and protected and more offenders to be held to account. Our activity will be delivered across three strands:

**Preventing** opportunities for criminals includes the continued delivery of our highly successful ThinkuKnow education resources and programmes to reduce vulnerabilities and promote safe behaviour online and offline. These will be targeted at children, parents, teachers, carers and professionals both in the UK and worldwide. Our products will continue to be driven by CEOP intelligence and research to ensure they are at pace with the shifting landscape of child sexual offender behaviour. We will also continue to raise awareness and build capacity in countries where UK nationals pose a threat to children.

This activity includes the development of innovative approaches to prevent, disrupt and deter the activities of child sexual offenders.

**Pursuing** criminals and strengthening the police response against them which will include identifying and tackling those hardest to catch offenders who cause the greatest harm. We will work with law enforcement colleagues in the UK and worldwide to bring them to justice, using a range of unique techniques and capabilities.

The creation of the NCA will bring with it the opportunity to deploy NCA operational resources on complex investigations of child sexual exploitation and abuse. This will strengthen our ability to arrest and convict those who are causing the most harm, protect children and dismantle criminal networks. To support the law enforcement response, we will support the delivery of NCA-led and supported operations and develop an expert Specialist Advice Centre to advise colleagues and external partners in complex child abuse investigative techniques. The centre will help to develop the skills and capabilities required to carry out complex child abuse investigations across local force areas, strengthening the UK's law enforcement response to this serious crime. We will also continue to provide advice on investigative techniques for cases involving missing or abducted children.

We will continue to keep pace with evolving technology, developing new tools and capabilities to assist both CEOP and the NCA in tackling complex child abuse investigations in the online environment.

**Protecting** children by reducing the risk of them becoming victims, raising awareness of the threat posed by child sexual offenders and providing timely information to enable vulnerable children to be protected.

We will continue to protect and safeguard children from sexual exploitation and abuse, and ensure expert child protection advice informs all decision making.

By continuing to review the way we handle reports and other processes, internally and with partners, we will look for improvements to the speed at which children can be safeguarded.

We will also build on our existing capability of child protection advisors to increase resilience, support the delivery of complex child abuse investigations and assist the whole of the NCA in the discharge of its statutory duty under Section 11 and Section 28 Children Act 2004.

### c) Building and maintaining specialist and mutually beneficial relationships

We will continue to create and manage our mutually beneficial and ethical relationships with partners across law enforcement, government, industry and the voluntary sector, leveraging partner support and capabilities to tackle child sexual exploitation and abuse. We will refresh our priorities for seeking external support this year to ensure alignment with the key threat areas

## CEOP Centre Plan 2013-14

identified for 2013-14, creating new relationships and partnerships as required to meet action plan objectives. We will share our knowledge and understanding of the latest threats posed to children with partners to increase opportunities to strengthen operational response, design out vulnerabilities and develop effective solutions.

We will also work closely with NCA colleagues to develop an effective strategy for the management of partner relationships across the new agency.

### d) Providing and supporting an expert workforce

This year we will continue to provide a multi-faceted, multi-agency workforce that has the flexibility and skills to respond to protect children from sexual exploitation and abuse. This includes upskilling staff as necessary to take on new responsibilities in the NCA. To enhance our workforce we will continue to accommodate seconded and attached officers from a range of partners.

We will develop a culture of strong leadership through the use of coaching, management development programmes and the use of 360 degree feedback. We will continue to support our staff through the provision of an effective occupational health and welfare service and provide opportunities for development through training, knowledge-sharing and mentoring.

In 2013-14 we will be expanding our specialist advice functions to ensure that the wider policing community and other parts of the NCA will have improved access to our officers' expertise in complex child sexual exploitation investigations. Through the provision of expert advice and supporting the development of training packages, we will assist the NCA in the discharge of its statutory responsibilities under Section 11 and Section 28 Children Act 2004.

By working with other NCA colleagues we will develop our knowledge and understanding of other areas of serious organised and complex crime to increase our ability to support the NCA in its aims of cutting crime and protecting the public.

## 5. Our Accountability

Peter Davies, as Chief Executive of CEOP and Director Designate of the CEOP Command, is accountable to:

- The CEOP Board, a sub-committee of the SOCA Board, with representatives from the child protection community, industry and government
- The Home Secretary and Ministers, via the Home Office
- The Director General of the Serious Organised Crime Agency (SOCA), who is CEOP's Accounting Officer
- The SOCA Board
- The Director General of the National Crime Agency (NCA)
- Once the NCA commences operating, the Director of CEOP will be accountable to its Director General. The Director will continue to engage with the wider child protection community, specifically through a new Strategic Governance Group comprising key partners

## 6. Our Financial Resources

Our Grant in Aid (GIA) budget for 2013-14 is £6.45 million. Through an effective relationship management strategy we will continue to add significantly to the resources we receive from the taxpayer through GIA by receiving an array of generous, in kind, support from our partners.



## Appendix A

### CEOP's Delivery Standards

- The best interests of the child are always paramount
- Sexual abuse and exploitation of children is hidden: we must look for it proactively in the most likely places
- We use the expertise of others to supplement our own resources and deliver our service
- We will transfer work actively to others that are better placed to deliver
- We communicate with clarity and the authority that comes with the underpinning evidence for what we say
- We learn from everything we do

## Appendix B List of 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 2012-13:

### Strategic Partners - make a demonstrable difference to our services combating child abuse

BAE Systems Detica  
 Microsoft  
 NSPCC  
 Visa Europe

### Partners - enhance the effectiveness of our services combating child abuse

Beatbullying  
 British Chamber of Commerce Thailand  
 BT  
 The Children's Society  
 Churches' Child Protection Advisory Service  
 Crimestoppers  
 Disney Interactive  
 Ernst and Young  
 Google  
 Missing People  
 O2  
 Serco  
 Virgin Media  
 Vodafone UK

### Supporters - actively work with us to support the delivery of our services combating child abuse

ACS International Schools  
 Action for Children  
 AOL  
 Association of Chief Police Officers  
 Association of Chief Police Officers in Scotland  
 ACPO Criminal Records Office  
 Association of Police Authorities  
 Barnardo's  
 British Council  
 British School Manila  
 British Vietnamese International School  
 Center of Communicative and Counselling Studies (CCCS)  
 Council of British International Schools  
 The Charity Commission for England and Wales  
 Dell UK  
 Department for Education  
 Facebook  
 The Football Association  
 Foreign and Commonwealth Office  
 Get Safe Online  
 The Girl Guide Association  
 HM Revenue and Customs  
 Home Office  
 iCan International Schools  
 Internet Watch Foundation  
 Mind Candy Limited  
 Moshi Monsters  
 Mumsnet  
 NAACE  
 National Center for Missing and Exploited Children  
 Netsafe New Zealand  
 Ofcom  
 Parents and Abducted Children Together  
 Property Care Services Thailand  
 The Scout Association  
 Talk Talk  
 The Association for UK Interactive Entertainment  
 Twitter  
 UK Border Force  
 UNICEF  
 UNODC  
 University of Central Lancashire  
 Worldvision  
 Yahoo!



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[www.ceop.police.uk](http://www.ceop.police.uk)