

Internet Watch Foundation

BOARD MEETING

10.25am - Tuesday 15 March 2016

**ComRes
4 Millbank
Westminster
London
SW1P 3JA**

MINUTES

Present: Sir Richard Tilt (RT) (Chair)
Peter Neyroud (PN) (Vice Chair)
Jonny Shipp (JS) (Industry Vice-Chair)
Brian Webb (BW)
Sue Pillar (SP)
Philip Geering (PG)
Jonathan Drori (JD)
Jonathan Lea (JL)
Helen Dent

Apologies: Becky Foreman (BF)
Uta Kohl (UTA)
Paul Cording (PC) (FC Chair)

IWF Staff: Susie Hargreaves (SH) (CEO)
Fred Langford (FL) (Deputy CEO)
Heidi Kempster (HK) (Director of Business Affairs - DBA)
Sandrine Harvey (SJH) (Minutes)

Observer: Katie O'Donovan (KOD)

IWF Board Closed session

There was a closed session of the IWF Board from 10.00am to 10.25am.

1. a) Welcome and Apologies

The meeting began at 10.25am.

The Chair welcomed Helen Dent – new Independent Trustee and Katie O'Donovan as an Observer prior to her taking up her position as Industry Trustee.

There were apologies from Becky Foreman, Uta Kohl and Paul Cording.

JL has been elected as Chair of the Audit committee to replace PN to free him up to take on his new role as Vice-Chair of the Board.

HD has also been elected as a member of the Ethics committee to replace PN who has resigned due to other commitments.

b) Declarations of Interest

There were no declarations of interest.

2. Draft minutes 24 November 2015

The minutes were approved.

3. Actions arising

The Board noted the actions.

Action 7.2.4 obscene adult content (OAC) – 17 March 2015: The CEO updated on the OAC. The CEO had been talking to both BBFC and ATVOD about the possibility of taking over responsibility and was still waiting for a response from the Home Office. In April ATVOD is being merged with OFCOM, so this only leaves BBFC. David Austin, former Director of Policy at BBFC has been appointed Director of BBFC; so the CEO will be meeting with him soon to try and reach a resolution.

Action 8 – Presentation of code of practice – 24 November 2015: The code of practice is with the Funding Council to review and their recommendations will be presented at the next Board meeting.

4. FC communique

The Board noted the communique. The Chair mentioned on behalf of the FC Chair the issue of Net Neutrality and how this might affect the deployment of the IWF URL list outside of the UK. The Policy and Public Affairs Manager is closely monitoring the situation and will keep the Board informed of any major developments

The CEO offered to bring this issue back as an agenda item at the next meeting with a presentation by the Policy and Public Affairs Manager.

5. Audit committee report

The Chair of the audit committee reported that:

- The IWF is expecting a refund from the EU audit of around €20k due to some under-claimed expenses.
- An outstanding invoice from a supplier remains unpaid as per the decision of the Board on 29 September 2015. The DBA informed the Board that she had spoken to the lawyer and they advised we were in a strong position and that we should expect the supplier to issue the requested Certificate of Destruction or legal action will be taken.
- The Chair will send a thank you letter on behalf of the Board to all the analysts in recognition for their hard work during 2015.
- JL was elected as Chair of the Audit Committee.

Action: RT to write a thank you letter to the analysts.

a. Management accounts Q3

The Board noted the management accounts Q3. It was mentioned that the reserves were back to their level of 50% of the annual income. This is IWF policy and in line with Charity Commission agreed guidance.

The Board asked for an update on the Google grant which comes to an end in 2017. The Chair and CEO are in discussions with Google and other large members to discuss possible alternatives to replace this funding. There were no other issues reported.

b. Net new membership income

The Board noted the paper and the encouraging figures.

6. Ethics committee report

a) Harm Reduction Campaign

The CEO updated the new members of the Board on the reasons why the campaign did not go ahead last year.

The CEO had presented a brief for agencies based on the brief used last year targeting the same group of young men aged 18-25, but with additional information about the need to ensure the campaign could garner the support of all the key stakeholders.

The Board discussed the proposal and agreed that the dangers of this campaign approach were twofold:

- (i) If the campaign managed to successfully reach the target group, in all likelihood this would only be achieved by alienating certain stakeholders and we would find ourselves in exactly the same position as with the previous campaign; or
- (ii) In order to gain the buy in from all stakeholders, the campaign would end up being so watered down it would run the risk of becoming ineffective.

It was agreed that the Campaign would be reworked to build a localised project working with a football club, local sixth forms, local university and other key local partners e.g. Local authority as well as national partners, preferably the NSPCC and a media partner. The idea was that if we could run a localised project as a pilot and if it goes well, this would be a model that could be rolled out to other geographical areas in the future.

The team will develop some ideas which the CEO will progress with the support of JD.

The budget of £100k will be ring-fenced for the project.

Action: SH/JD to work on the model of a message sent out by various media.

b) Research award commission

The brief for the research award was re-worked to reflect the Ethics Committee recommended changes. The CEO mentioned that there had been a discussion about the length of studies as in order for the results to impact on the hotline operation, to reflect the speed with which the internet changes, projects should be completed within a year. The purpose of the first study is to evaluate the impact and effectiveness of IWF services.

The Board agreed that the brief should be reworked slightly to reflect that this is an 'evaluation' rather than a 'research' project. The brief should clarify the questions which need to be answered through the study to provide the IWF with evidence to support international membership development.

The CEO will share this with the Ethics Committee and PN for comment prior to circulation.

The Chair asked the CEO to review the paper for the next Board meeting including a list of evaluation specialists including international names.

Action: SH to update the Board in June

c) Study of Sexually explicit webcam content

The Board gave **approval** to proceed with the study.

7. Chair's report

The Chair informed the Board that he and the Independent Vice-Chair has met with CEOP to gain an overview of the working relationship with the IWF and the NCA's plans for CAID.

Lynne Owens has been appointed as the new Director General of the NCA and it was agreed to invite her to the Board away day as guest speaker.

Action: SH to invite Lynne Owens as guest speaker for the away day in July.

The Chair had contributed to the INHOPE strategy process and will attend the next General Assembly in Copenhagen in May.

The Chair and another Board member, the DCEO and the Technical Researcher attended a roundtable with NSPCC, Childnet and CEOP about age verification of older aged children (14-18) and the challenges on taking action without some form of verification on place. It has been **agreed** that the DCEO will present a paper about this issue at the next Board meeting in June.

Action: FL to present a paper about age verification of older children at the next Board meeting in June.

8. CEO report

2. Strategic developments

2.2 Repositioning exercise

There was a query about the repositioning exercise, the CEO confirmed the exercise had been completed and the new tone of voice had been used in the Annual Report 2015 and was being used in the new website. We are currently training staff to use the new messaging in all communications.

PN left the room at 11.20am.

3. International Report

3.1 #WeProtect

The CEO will attend the next International Advisory Board meeting in London on 21/22 March and will raise concerns about the lack of any formal process for applying for funding.

3.2 India

The CEO updated the Board on her visit to India to start the implementation process for the IWF Portal which is expected to go live in May. The full public launch will be in September to coincide with the annual publication of India's national crime statistics.

During her visit, she received a lot of support from the global members, particularly Facebook (who hosted the round table event), Google, and Twitter.

The aim is to build a membership base in India and discussions are ongoing with a number of companies directly. In addition, the Executive are working closely with the Indian IT Ministry to encourage the ISPs to join the IWF and take the URL list.

There was a discussion about getting high profile champions on board. Given the huge numbers of people accessing the internet via mobile phones it was also important to work closely with GSMA. It was also agreed that promoting self-regulation was the most effective route, whilst continuing to work with law enforcement and government.

The DCEO will visit India provisionally in May to meet with the IT Ministry, Industry Members and for a soft launch of the Portal with a further visit by the CEO in September for the public launch.

Action: SH to talk to GSMA re. India.

The CEO also updated on the portals set up in Uganda and Mauritius and the fact that no reports are being received. This might be due to the difficulty in understanding the concept of anonymity in reporting CSA material and a problem of trust with the portal being hosted by regulators. An internal group has been set to help these two countries to promote the portal by providing marketing support.

9. 2016-2020 Strategy

The Board **approved** the 2016-2020 strategy.

Action: post on website and send round to all IWF staff.

10. Business plan 2016-17

The Board **approved** the Business plan for 2016-17; however, it mentioned that it was very ambitious and the priorities were mainly "A" categories and in future, a 'weighting' process should be applied. The CEO explained the objectives marked "A" categories were related to the core business.

The Board **agreed** that the Business plan format for 2017-18 should be reviewed

Action: SH to create a new version of the Business plan for 2017-18 with clearer priorities.

11. Communications Report

The Board noted the report.

The Chair mentioned that The Times was very interested in the sexting issue and it could be followed up as an opportunity.

Action: LS to follow up.

The CEO mentioned that a short film of three minutes will be shown on BBC3 on 07 April 2016 as part of a series of shorts about "interesting jobs".

She also mentioned that the Director of External Relations will be back to work part-time from August 2016 and full-time from October 2016. The current Communications Manager –

in post to cover the maternity leave of the Director of External Relations - will be leaving the organisation in July 2016.

12. 20th Anniversary

The Board noted the paper.

The CEO mentioned that BW is trying to secure the BT Tower for an event in October and the programme was taking place as budgeted.

The Annual Report launch will take place at the House of Lords. A Board member suggested if allowed, to show the BBC3 video/short film to the guests as a testimony of the important work done by the IWF.

13. Technical report

1.1.1. Operational trends

Figure 5 – Top 10 Hosting Websites (CSAM)

There was a discussion about the variation of positions in the hosting countries data. It was explained that in certain situations cases, the difference was due to a lack of resources for hotline/LEA within a country to take action, volume of images in one website, which opens another one, etc. It has been agreed that the DCEO will add a narrative to the numbers related to the hosted websites to make it clear whether there are any aggravating or mitigating circumstances that would lead a country to show higher than expected hosting figures.

Action: FL to add a narrative related to the numbers of hosted websites.

A Board member suggested to represent data in a more visual way to show the scale of the issue. A large infographic will be produced for the 20th anniversary.

Another Board member reiterated his view that the UK position should be included in the graph for a better visualisation. It was also mentioned that there should be a reference to the way the INHOPE (global) data and the IWF data are treated and the reasons in the variation as and when INHOPE release their hosting data.

Action: FL to include the UK

Table 1 – Comparison reporting data 2015 to 2016

A Board member queried the reasons behind the differences in the reporting data. The DCEO explained that this was due to the increase in newsgroup reporting as behind each newsgroup there are potentially millions of images and/or videos posted which are resource intensive to review.

Figure 3 – Reports processed

The CEO mentioned the drop in reports processed was due to analysts being diverted to work on the hashing project.

7. ITUsage project and ICAIert

The DCEO updated the Board on the project as the licence is now ready to be signed and requires the approval of the Board.

The Board **approved** that the DCEO signs the licence with SWGfL.

10. Research

10.1.3 The Chair queried the timescale for the Child Exploitation Network Explorer (CENE) webcrawler project. The DCEO informed the Board that this project should start harvesting potentially illegal images for assessment and hashing in the next six months.

The CEO also reported to the Board that the Google tool had been used by the Hotline, but there were some major problems with certain elements of it and it has not worked operationally since February 2016. Google are aware of the problems and are working to resolve this as quickly as possible.

11. 5-eyes project

11.3 Further to a query from the Chairman, the DCEO informed the Board that the parties involved in the project were agreed in principle to a strategic alliance however in spirit he felt some information was being withheld by certain parties which had immediate relevance to the IWF webcrawler project.

14. Hotline review & Public Affairs review

Hotline review

The CEO presented to the Board the Hotline review performed by the DCEO. The DCEO spent some time working in the Hotline over the Christmas period which supported his belief that a detailed review was required. He had produced a detailed plan which was available for Board members upon request.

During the review, it became apparent that the Hotline was working to full capacity and in order to continue to assure the quality, the following reorganisation, which would require five new posts is required:

- Two positions as Quality Assurance Officers to ensure independence of image seconding.
- Two positions as Internet Content Analysts to enhance the capacity of the hotline
- One additional Senior Analyst to manage the additional Analysts
- A new Technical Team which would include one senior Coder, one Technical Support/Coder (redeployment of current Services Administrator) and an IT Coordinator. Only the senior coder is a new post. Following the security issue and the decision to bring the Reporting System in-house, it is necessary to have more than one person responsible and knowledgeable about the system.

With the Hash project, the amount of workload has considerably increased and it had an impact on the analysts' welfare. A team building programme has been organised. A change in the layout of the office in the Hotline will also take place in order to improve the team dynamics.

A Board member queried about the way these positions would be funded. The CEO confirmed that the overall costs is circa £200k per annum and the first year would be covered by the anticipated underspend on 2015/2016. Membership is performing well and reserves are back to the approved level. With the potential loss of both the EU and Google grants, the Board considered the various options for 2017 onwards, if additional funds were not forthcoming such as reducing the proactive & hash work, redundancy or re-organising the team and try to work in a different way.

The CEO was optimistic that additional funds could be secured by Membership as due to the membership review, team had no time to concentrate on developing new members and this will now be the focus.

The Board **approved** the expansion of the Hotline.

Public Affairs review

The position of Policy and Public Affairs Manager has grown over time and there is no backup plan should the Manager leave. The position of an assistant would help with the increasing amount of work and also access to the Manager's expertise.

The Executive proposed the promotion of the Policy and Public Affairs Manager to Director of Policy and Public Affairs which would mean expanding the Senior Management Team to five. The promotion would be offered on the basis that he is based in the UK.

A Board member suggested hiring an intern for a year rather than an assistant for a permanent position with the option of making the position permanent should the intern perform at the expected level.

The Board **approved** the promotion of the Policy and Public Affairs Manager and the recruitment of an intern for a year.

15. Director of Business Affairs report

The Board noted the paper.

5. KPIs/Risk register

- 5.1 The Executive are concerned about the high level of sickness and the DBA informed the Board that more robust policies will be implemented. A Board member also reminded the DBA that the Bradford scale is a good method to deter people abusing the system. The DBA also mentioned that all the measures to minimise the risk of spreading the germs around the office have been taken.

There were no other concerns.

The DBA said that the audit committee had approved the cost of living rise for the staff and required that this decision was ratified by the Board.

The Board **approved** the cost of living rise of 2% and asked the SMT to remind the staff this was discretionary.

15. a. Parent company paper

The DBA informed the Board that all the requests from the FC had been taken into consideration to create a model as flexible as possible to reflect fairness and consistency across the various companies. A lot of time had been spent on this review and it had received the approval of FC. Despite some members challenging the model, the Chairman reminded that companies always had the right to appeal.

The DBA also underlined that this process had been time consuming and had an impact on the membership team.

The Board **approved** the membership model and it will be implemented accordingly.

16. AOB

Despite a letter from the Chairman and a reminder from the Commercial Relationship Manager to a company informing them that their services were constantly abused, no response had been received. As part of its support for the fight against CSA online, No. 10 has offered to write to companies. The Board agreed to request No. 10 to write a letter. In addition, the Board asked the CEO to write to the Directors of the company.

Action: SH to contact No. 10 re. letter.

The Chair thanked JS for his contribution to the Board as Industry Vice-Chair. JS wished all the best to the IWF for its international programme. BW also praised JS for the way he handled the difficult times with a change of Chairman and CEO. The CEO also thanked JS for challenging him and his support.

The meeting ended at 1.00pm.