

TACKLING ORGANISED

EXPLOITATION

PROGRAMME

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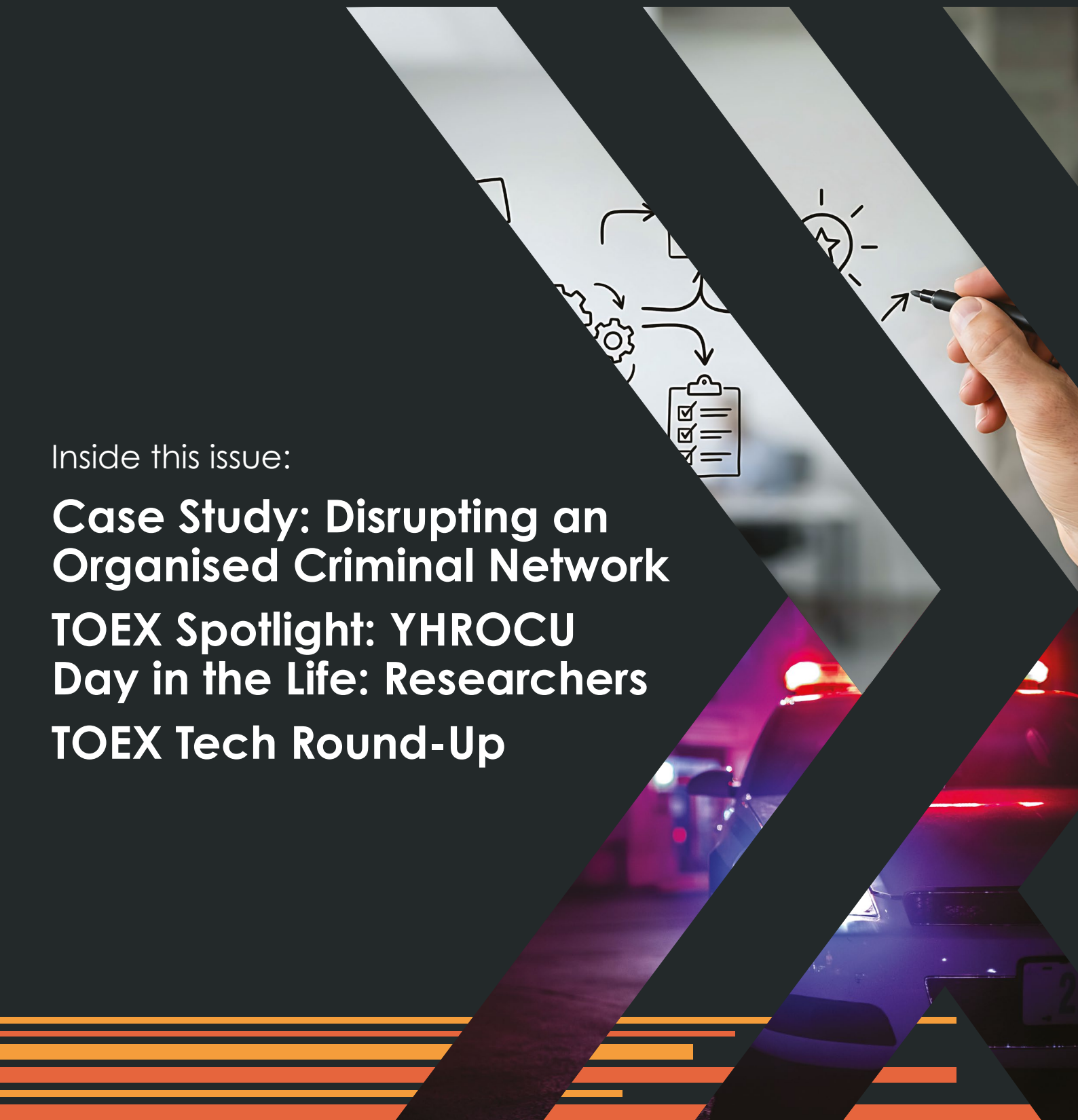
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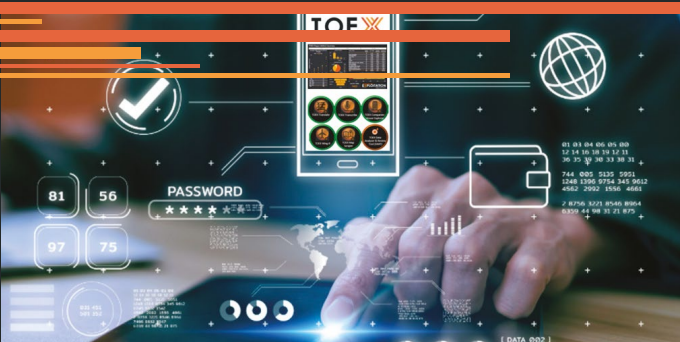
Strategic Update

This is my second opportunity to contribute to this magazine, and an enormous amount has happened during my first three months as Director of TOEX. While there is not enough space to cover everything, I want to highlight the exceptional impact being delivered by TOEX teams across the country and the strong partnerships that make this possible. Together, these efforts are increasing confidence across law enforcement and the wider public sector in how organised exploitation is identified, investigated and tackled effectively today nationwide.

In August, we published the results of our latest operational feedback survey, and the findings provided a powerful reflection of the expertise, professionalism and commitment of TOEX staff. Investigators described TOEX support as invaluable, reporting that it helped identify previously unknown victims and offenders. Some stated they could not do their jobs effectively without it. Most encouragingly, every respondent said they would recommend TOEX to a colleague. This feedback reinforces the value of the capability we provide, supporting forces, protecting vulnerable people and pursuing those responsible for organised exploitation.

TOEX also continues to play a significant role in supporting Operation Beaconport. Our technology teams have done outstanding work in creating a robust process for forces to submit cases for review and manage workflow effectively. Beyond this, TOEX staff are supporting reinvestigations, sharing specialist expertise and helping shape future approaches that improve outcomes for victims.

Another area that often goes unseen is the work of our regional teams at conferences, training events and continuing professional development programmes. During my visits across the country, I have been consistently impressed by their dedication to raising awareness of exploitation and ensuring colleagues understand the support TOEX



can provide. Through specialist advice, advanced analytical capabilities and the tools available within the Capabilities Environment, they are helping officers and staff improve outcomes for victims every day.

The Capabilities Environment continues to go from strength to strength, with new tools being introduced and usage growing across the UK. As a free to use toolkit, it is helping investigators safeguard victims faster, identify new intelligence opportunities and bring offenders to justice more quickly. Development continues in partnership with Police AI and the National Data Analytics Office to ensure the platform evolves in line with operational need.

Alongside this operational delivery, I have begun developing national protocols across key business areas. The aim is to ensure consistent processes across all TOEX teams, informed by best practice and supported by effective technology. This work is being undertaken with national policing leads and key stakeholders, and I look forward to sharing further progress in future editions.

Finally, October will mark an important milestone as we host TOEX's first national in-person CPD event. It will provide an opportunity to share best practice, strengthen professional networks and build stronger relationships across the country. It is something colleagues have consistently asked for, and I am genuinely looking forward to bringing everyone together.

Thank you for your continued commitment and support. Together, we can deliver better safeguarding, stronger investigations, and improved outcomes.

T/Detective Chief Superintendent Doug Blackwood

TOEX Programme Director

Case Study: Disrupting an Organised Criminal Network

This proactive intelligence-led investigation by Tarian TOEX identified and disrupted an organised criminal network involved in the control and exploitation of sex workers operating across multiple locations in the UK.

Originating from the analysis of online risk indicators and sex working advertisements, TOEX investigators developed a comprehensive intelligence picture using specialist analytical tools, communications data, financial enquiries, ANPR and partner agency information. The enquiry identified principal offenders, linked multiple online advertisements to the network, and mapped the movement of vulnerable women between at least five UK locations.

The TOEX Response

The operation brought together analysts, researchers, intelligence development officers, and enforcement teams to produce detailed association charts, intelligence packages and evidential products that directly informed operational activity.

This collaborative approach between Tarian TOEX and the South Wales Police Exploitation Team resulted in a coordinated day of action involving several search warrants and the arrest of all principal subjects connected to the investigation.



At the time of writing, the offenders remain on police bail, the investigation is ongoing, with a significant number of mobile devices awaiting examination. Continued support through specialist translation services and advanced digital exploitation capabilities is helping investigators maximise evidential

opportunities, identify victims and offenders, and support safeguarding outcomes. The operation demonstrates the effectiveness of intelligence-led policing in turning complex data sets into successful enforcement action against organised exploitation networks.



1 organised crime group identified and disrupted



Activity mapped across 5+ UK locations



Several search warrants executed



All principal suspects arrested



Significant volume of digital evidence recovered and under examination

Tech Round Up

It's been a busy start to the financial year for the TOEX Technical Team, with work progressing at pace to support Operation Beaconport while also continuing to enhance existing applications and introduce new capabilities across the TOEX Capabilities Environment.

The previous financial year concluded with the successful delivery of the Operation Beaconport data capture application, providing all 43 police forces and the National Crime Agency with a consistent mechanism for submitting data.

Building on that success, the team began the new financial year by developing a dedicated review platform to support Beaconport review teams. The enhanced application enables the collected dataset to be reviewed, prioritised and managed, whilst providing functionality for forces to respond to targeted requests for case

papers relating to reports that meet the operation's terms of reference.

Delivering a secure and assured application capable of supporting a national policing requirement was a significant undertaking. The team successfully delivered the required functionality on time and within budget, with further development continuing as additional requirements and insights emerge.

Alongside this, the team has continued to invest time into improvements across existing applications. The **Wing It** flight data platform has undergone substantial refactoring, ensuring information remains consistently up to date and is available through to the end of the current month. This enhancement supports both proactive and reactive intelligence and investigative activity.



The popular **Scan Assist** application has also received further enhancements, including a new subject profile export capability. To help colleagues maximise the benefits of the application, more than 200 users have completed bespoke Continuous Professional Development (CPD) training sessions delivered by the team's Lead Developer.

Development work is also underway on the **Companies House Navigator** application, where additional functionality is being explored and will be made available at the end of summer. Meanwhile, an exciting collaboration with the PoliceAI portfolio is examining opportunities to enhance the **TOEX Transcription** application and further improve the user experience.

The team has also focused on delivering a new capability into the Capabilities Environment. The **TOEX Accessibility Reader**

application has now been launched and is designed to help colleagues personalise how they engage with digital content, the application offers a range of accessibility features including text-to-speech, typography controls and reading aids. A dedicated feature on the Accessibility Reader can be found here: [Accessibility Reader Tool Launched | TOEX](#)

With the first half of the financial year ending, the Technical Team will come together to shape priorities for the months ahead. Several exciting concepts are already being considered for development and inclusion within the Capabilities Environment, ensuring the team continues to deliver innovative, practical technology solutions that support operational colleagues across policing.

Watch this space!



TOEX Spotlight: YHROCU

Transforming Investigations Through Innovation

From tackling urban street gangs to safeguarding vulnerable missing children, the Yorkshire and Humber Regional Organised Crime Unit's (YHROCU) TOEX team uses technology, intelligence and analytical expertise to enhance investigations, reduce harm and support policing across the region.

Operation Assetmoor

YHROCU TOEX collaborated with West Yorkshire Police's Leeds Precision Team - Operation Assetmoor.

The operation sought to build a clearer picture of Urban Street Gangs operating within Leeds, exploring group structures, criminality, territory and recruitment. Crucially, it also aimed to identify opportunities to safeguard vulnerable young people before becoming exploited into criminal behaviour.

Recognising that effective collaboration would be essential, TOEX established weekly meetings alongside a dedicated Microsoft Teams channel, ensuring

intelligence and information could be exchanged quickly and efficiently between teams.

TOEX requested access to a range of digital devices seized from individuals linked to qualifying offending. Utilising the TOEX Capabilities Environment devices were examined and the contents investigated looking for patterns of behaviour and associated criminality.

Combining these findings with the extensive knowledge held by the Leeds Precision Team, TOEX developed a comprehensive analytical product that generated intelligence opportunities.

The analysis identified previously unknown group members operating at higher ranks within the criminal networks who had little previous engagement with law enforcement. It also provided intelligence around the use of types of transport for criminal activity, highlighted addresses potentially vulnerable to cuckooing, and other significant locations and methodologies.

During the examination process, the team also uncovered previously unidentified

fraud-related criminality. Investigators were able to map an entire offending process in which banking details belonging to unsuspecting victims were used to make online purchases through online catalogue retailers. The findings were shared with Economic Crime investigators, creating further opportunities to disrupt offending.

Alongside the investigative benefits, the operation incorporated Operation Shield principles to enhance safeguarding activity, helping identify individuals vulnerable to exploitation while providing a richer understanding of movement, association and criminal behaviour within the urban street gang environment.

Showcasing Innovation Across the Region

TOEX has also focused on ensuring that policing colleagues across Yorkshire and Humber are aware of the capabilities and opportunities available through the team.

At a Continuing Professional Development event hosted at Carr Gate Training Centre, approximately 125 delegates from regional forces and partner organisations gathered to learn about emerging investigative techniques and innovations.

Detective Inspector Dave Armstrong and Senior Analyst Sian Ralph presented the TOEX Capabilities Environment, demonstrating how free-to-use analytical tools can support investigations, improve outcomes and deliver efficiencies during a period of increasing financial pressure.

Using operational case studies, the team illustrated how TOEX contributes to proactive investigations, disruption activity and safeguarding initiatives. The response from attendees was overwhelmingly positive, with numerous delegates requesting further engagement, advice and support for their own investigations.

The event has grown partnerships across YHROCU. TOEX is now supporting the Crypto/OSOC Team by developing

Open-Source Intelligence opportunities linked to victims of internet-enabled crime. The team is also working closely with colleagues in child exploitation investigations to explore how data can identify travelling offenders and online networks involved in offending against children, creating opportunities to intervene earlier and prevent harm.

Operation Holistic

Another significant innovation delivered by TOEX is Operation Holistic, a project designed to support districts investigating high-risk missing children.

Led by Detective Sergeant Emma Bell, the initiative was developed to provide officers with a single, comprehensive source of information capable of supporting faster and more effective investigations.

Districts identify their most vulnerable missing children, after which TOEX conducts research drawing together intelligence, crime reports, addresses, family networks, associates, social media activity, telecommunications data and previous missing episodes.

The information is transformed into an interactive Power BI application supported by a detailed analytical report. Investigators can quickly access mapping, travel patterns, significant locations, key associates and a RAG-rated threat assessment identifying those who may pose risks.

By bringing complex information together in one accessible location, Operation Holistic enables faster decision making and effective safeguarding.

Ultimately, it aims to help locate vulnerable children sooner, reduces risk of harm and supports districts in maintaining frontline service delivery.



Day in the Life: Researchers

This feature piece has been written by some of the TOEX Researchers, following questions posed by the TOEX network.

It will be a regular article in the e-magazine exploring the range of roles TOEX staff do across the network.

Charlotte Dobson, North Yorkshire:

What's the most rewarding part of the job?

Being fundamental in the gathering of information regarding nominals/operations that could be a leading contributor to deciding the direction of next steps within the investigation.

What is the most challenging part of your role?

When workload is high it can be difficult when we are spread across operations and keeping up to date.

Do you think you are paid enough for the work you carry out?

No, we work across multiple things at any given time and are skilled across multiple avenues that are fundamental to the investigation overall. Our work is invaluable, and I believe this could be reflected a lot more accurately in our pay.

Molly Carr, North West:

Why did you want to come and work for TOEX?

Coming from a background as a Learning Support Assistant, safeguarding and supporting vulnerable people has always been something I felt strongly about. I wanted to take the skills and values I had developed in education and continue to make a difference outside of that environment. When I learned more about TOEX and the work the team does, I

became drawn to its mission and the wider impact it can have on protecting those in organised exploitation. Although my role no longer involves working directly with victims face-to-face, I know that the work we complete, behind the scenes is an importance part of the bigger picture. For me, joining TOEX was an opportunity to continue doing work that has a real purpose while challenging myself to learn something completely new and grow in a different environment.

Are you tasked by the analysts/IDOs or by a supervisor? What is the most helpful to receive from analysts when being tasked to undertake research on multiple phone numbers?

I am tasked by IDOs, Analysts and Supervision. In the past, when working with large quantities of data such as mobile numbers, Analysts on my team have created a Frequency and Attribution excel sheet.

Frequency and Attribution (F&A) sheets are a useful tool for helping me stay organised and structured in my research. I find having the information presented clearly such as mobile numbers and frequency of contact makes it much easier to identify and understand patterns. They also work well as a shared working document between me and the Analyst, allowing us to collaborate effectively and ensure we are working from the same information. I regularly use systems such as PND and Chorus Intelligence Suite which I find particularly informative and helpful when building a wider picture from the information available. I am continuing to develop my knowledge and confidence with these systems; I enjoy learning how each tool can contribute to the wider work of the team.

How do you like to be tasked with work? What is the best approach? Do you have a big workload? Is it manageable?

I'm often tasked via email at the beginning of an operation or piece of work. Teams is often used for further tasking on operations or pieces of work, following on from regular communication with my colleagues. I find it most helpful to have clear understanding of why my research is needed, particularly when it comes to needing a clear justification for my system searches. With that being said, I am open to different approaches when it comes to being tasked.

When it comes to managing my workload, I swear by a good old fashioned log book or, in my case, my trusty TOEX notebook. It helps me keep track of what I'm working on, prioritise tasks and keeps everything organised and manageable. There is also something very satisfying about being able to tick something off my list.

Overall, I find having a clear structure and good communication with colleagues makes a busy workload feel much more straightforward.

What do researchers need from supervisors to help them grow and do their jobs better?

For me, clear and consistent communication is one of the most important things we need from a supervisor. Having a clear understanding of what is expected of us, the priorities of the work and the processes we need to follow allows us to work confidently and effectively. It is also important to feel that we can approach supervisors with questions or concerns, not matter how big or small, receiving guidance when needed; particularly when we are still developing our knowledge and understanding of a role.

Encouragement and constructive feedback also play a big part in supporting Researchers. Recognising when someone is doing help can build confidence, while honest and supportive feedback gives us an opportunity to learn and improve. Understanding that everyone learns and works differently is also important. Patience, understanding and an approachable attitude can create an environment where Researchers can succeed.





Amy Duncalf, North West:

How much do researchers support in ops?

Within the Northwest, researchers and analysts often work closely together especially throughout the early stages of an operation. Researchers play an important role in gathering and developing background information relating to key nominals, associates, and locations. This can include researching local force systems and PND records, supporting attribution work, identifying contacts of interest, completing Frequency and Attribution spreadsheets, and producing subject or problem profiles.

Researchers can also provide valuable support in the intelligence development phase of an operation, identifying lines of enquiry, corroborating intelligence, and ensuring that all available information has been considered before analytical products are produced. The partnership between researcher and analyst is often complementary, with researchers focusing on intelligence gathering and development while analysts focus on the interpretation, assessment, and analysis of the data.

Ultimately, when researchers and analysts work collaboratively, they can significantly enhance the overall intelligence picture.

What do you enjoy about being a researcher?

I enjoy the opportunity to find out information previously not known before and being able for my findings to

contribute to operational outcomes. It is rewarding piecing together information from a variety of sources, identifying links between people, locations, and events, and uncovering information that may not initially be obvious.

I also enjoy the problem-solving aspect of the role. Every enquiry is different and often requires a different approach, which keeps the work interesting and challenging.

I enjoy working in a team environment with my fellow analysts and IDO's. My role has allowed me to develop valuable skills and knowledge from each of my colleagues. I have also had the opportunity to share my own knowledge i have gained whilst on the TOEX team with newer researchers.

What frustrates you?

It can be frustrating when you've spent time developing research, identifying opportunities or highlighting risks, but the work isn't progressed because of operational priorities or a lack of resources within forces.

It can also be frustrating that, as researchers, we don't always get to see the end result of our work. We can spend a lot of time supporting an operation or investigation without always knowing how our research influenced decisions or contributed to the outcome. Getting feedback is really valuable as it helps you understand what worked well and learn from the experience.

In the next quarter, we'll hear from more members of the TOEX team on all things that make them tick.

Interesting Reads and Useful Links



The Child Sexual Exploitation Taskforce has developed a toolkit to help organisations communicate consistently, accurately and compassionately about child sexual abuse and exploitation: [New CPAI Toolkit launched to strengthen survivor-centred communications across child protection | The Hydrant Programme](#)



The Office for National Statistics (ONS) Centre for Crime and Justice has published estimates of children's experiences and perceptions of safety online and in their daily lives: [Children's perceptions of crime and online safety in England and Wales - Office for National Statistics](#)



The BBC has aired a documentary on the sexual and criminal exploitation of teenage girls by organised drug gangs: [Britain's Forgotten Girls - BBC iPlayer](#)



The Child Sexual Exploitation Taskforce in partnership with the National Association for People Abused in Childhood (NAPAC), has launched a new suite of resources to support professionals working with victims and survivors of child sexual abuse and exploitation: [Victim and Survivor Engagement Guide | The Hydrant Programme](#)



The government has backed a new law banning depraved child-like sexual abuse dolls: [New law to ban depraved child-like sexual abuse dolls - GOV.UK](#)



The government will introduce legislation requiring tech companies to strengthen protections on devices and platforms to prevent children from taking, sharing or viewing nude images, helping tackle grooming, exploitation and abuse before harm occurs: [UK to have world's strongest online child safety laws as government prepares legislation on nude images - GOV.UK](#)



The NCA's CEOP Education team have launched a suite of new resources to help professionals, parents and carers, and young people understand and respond to the growing threat of online harm groups: [Online harm groups: what professionals need to know](#)

Upcoming Partnership Events



Tackling Child Criminal Exploitation (CCE) Online Conference - Thursday 26 November: [Tackling CCE Digital Conference - Westminster Insight](#)



Rape and Serious Sexual Offences (RASSO) Online Conference – Monday 7 December: [Rape and Serious Sexual Offences \(RASSO\) Digital Conference - Westminster Insight](#)



AI in Policing Conference – London – Tuesday 8 December: [AI in Policing Conference - Westminster Insight](#)



Notes

More Information



Website www.toexprogramme.co.uk



LinkedIn www.linkedin.com/company/tackling-organised-exploitation-programme



YouTube [TOEX Programme](#)

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