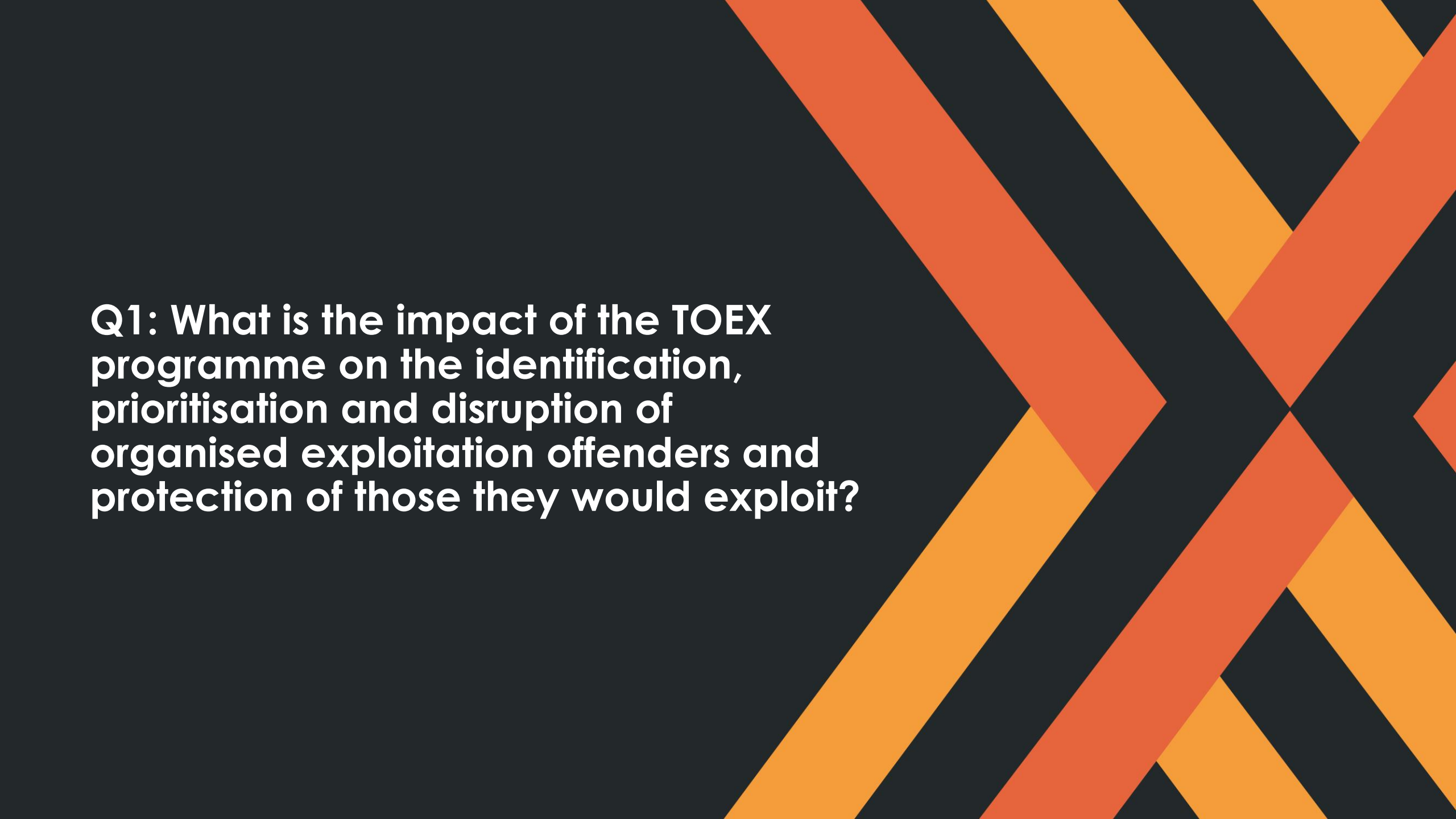# TACKLING ORGANISED EXPLOITATION PROGRAMME

Evaluation Pack

2024 – 25 Q3

KPIs designed to measure TOEX success against the strategic outcomes identified in the key research questions

Q.1	What is the impact of the TOEX programme on the identification, prioritisation and disruption of organised exploitation offenders and protection of those they would exploit?	**4** KPIs
Q.2	How effective is the centrally coordinated, regionally delivered TOEX model?	**5** KPIs
Q.3	How feasible, accessible and cost-effective is a centrally delivered *TOEX Capabilities Environment?*	**3** KPIs
Q.4	How feasible, accessible and cost-effective is it to upscale the *TOEX Data Platform* architecture to deliver data environments for operational and strategic application beyond the programme?	**3** KPIs
Q.5	What is the ongoing financial efficacy of the regional TOEX ops model, in terms of costs incurred and savings made?	**2** KPIs

*The 1st of October 2021 has been used as a defacto start date for TOEX impact. This is to allow the TOEX pilot phase to have reached a point at which it could legitimately be said to be having an impact on the SOC system.

Q1: What is the impact of the TOEX programme on the identification, prioritisation and disruption of organised exploitation offenders and protection of those they would exploit?

New vulnerabilities tracked over time across TOEX regional and national team taskings.

Verified Identifications Since Inception

Number of Safeguarding Referrals	Number of OCGs Identified
766	33

Number of Priority Individuals Identified	Number of Vulnerabilities Identified
30	15

Verified Identifications in 2024-25 Q3

Number of New Safeguarding Referrals	Number of New OCGs Identified
50	0

Number of New Priority Individuals Identified	Number of New Vulnerabilities Identified
0	1

Case Study
TARIAN Op 60

This op relates to potential exploitation at three named smoking bars in the South Wales area. Intelligence indicates that young girls in school uniforms, typically vulnerable due to their life circumstances, were entering these properties with much older males. TOEX were tasked to develop the intelligence in relation to ownership and usage of the locations, with a view to identifying whether there was any organised exploitation.

TOEX completed subject profiles on two individuals linked to criminal activity at the location. They identified a previously unknown male suspected to be drug dealing at the location, and developed intelligence through source unit tasking, open-source investigation and partner agency data. TOEX work supported a day of action which resulted in arrests and the shutdown of two of the bars.

Value Added

⚒ TOEX claimed two disruptions for this work.

⚒ No sexual exploitation was uncovered at the location although work into one remaining phone is ongoing.

⚒ TOEX remain in contact with the investigation team for any technical capabilities we can offer in support.

⚒ TOEX identified two priority individuals following on from this work.

⚒ Although no exploitation was confirmed, enforcement was able to prevent any exploitation or even drug use by young girls.

Changes in Risk Scores

MoRiLE score changes across both TOEX and non-TOEX operations compared using statistical similarity measures to identify if TOEX involvement leads to earlier identification of risk and risk reduction activity.

Risk Score Change by Number of Days Since TOEX Allocation
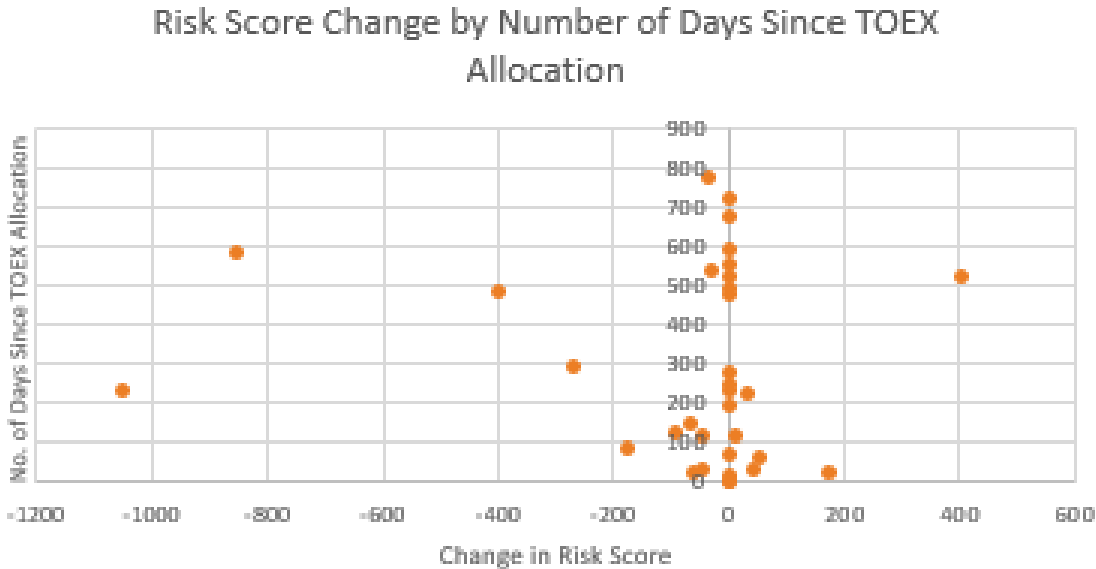
TOEX were involved in 33 assessments across 25 operations in 2024-25 Q3.

TOEX support is reflected in both increases and decreases in Risk Score as intelligence development can identify additional risk and intelligence gaps, resulting in an increase, as well as opportunities for disruption, resulting in a decrease.
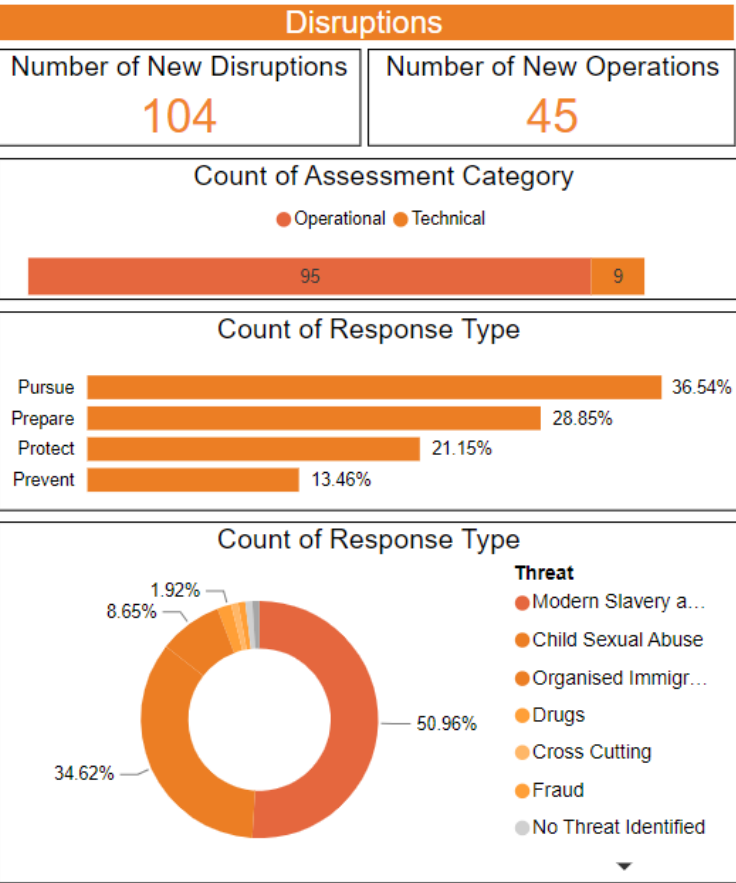
The Risk Score increased in five instances, with an average increase of 61 points, and decreased in eleven instances, with an average decrease of 258 points. In 15 of the assessments, the Risk Score did not change (one threat increased and decreased by the same amount in consecutive assessments and has been excluded from the analysis).

Three risk score changes larger than 200 points were recorded in 2024-25 Q3:

✕ **ERSOU Op 50** has seen a score decrease of 858 (down to 113 from 972). Intel development has shown a decrease in the geographical footprint of the criminality. The multiple disruptions that have taken place have reduced criminality and had an impact on the OCG.

✕ **London Op 17** now scores zero. This is due to the proactive job being closed, and a reactive one being opened. The investigation has been dealt with and relevant people charged and remanded.

✕ **London Op 20** This op decrease represents a move to a different team in London, as opposed to a decrease in threat. Discussions are ongoing around recording the threat correctly.

Disruptions in APMIS used to quantify the effect of TOEX involvement in an operation compared to non-TOEX involved operations. Qualitative info used to contextualise disruption activities. What would have happened without TOEX?

Disruptions

Number of New Disruptions	Number of New Operations
104	45

Count of Assessment Category

● Operational ● Technical

| 95 | 9 |

Count of Response Type

- Pursue — 36.54%
- Prepare — 28.85%
- Protect — 21.15%
- Prevent — 13.46%

Count of Response Type

- 1.92%
- 8.65%
- 50.96%
- 34.62%

Threat
- ● Modern Slavery a…
- ● Child Sexual Abuse
- ● Organised Immigr…
- ● Drugs
- ● Cross Cutting
- ● Fraud
- ● No Threat Identified

Exploitation Threats (County Lines, CSA, MSHT and OIC) account for 94% of disruptions.

Disruptions recorded against non-exploitation threats (e.g. drugs, firearms) are due to the field being based on the primary threat of the operation.

TOEX recorded 104 disruptions against 45 operations in 2024-25 Q3, slightly less than the 128 reported last period. There are a further 22 disruptions currently awaiting moderation.

There have been 781 disruptions against 228 operations since programme inception of which 7% (n. 54) relate to the use of TOEX's technical tools. Disruptions against TOEX's technical tools first started being assessed in September 2023.

Case Study
NWROCU Op 30

This operation relates to the sexual and criminal exploitation of young vulnerable females aged 12 to 17 in the Merseyside and Cheshire area. The females are approached on social media and given drugs/alcohol in exchange for sex.

Since TOEX support was initiated in September 2023, 27 disruptions have been submitted, including 9 in 2024-25 Q3.
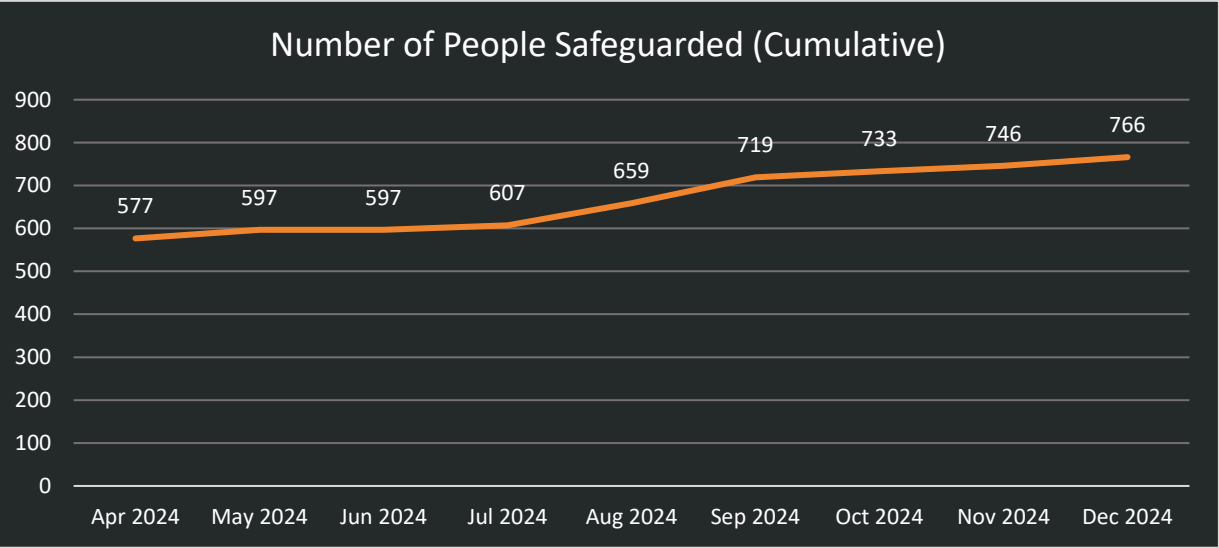
Value Added

⚒ There have been a total of 13 protect, 12 pursue and 2 prevent disruptions claimed by TOEX.

⚒ Amongst the protect disruptions are the identification of a 17-year-old boy, two 16-year-old girls, all of whom were then subject to a MACE meeting as a result of TOEX identification.

⚒ TOEX identified a two males who were then arrested by Cheshire for possession of indecent images of a 13-year-old girl.

⚒ Other disruptions include the arrest of a female involved in making indecent images of children by encouraging them to post on Only Fans.

⚒ TOEX also created evidence packs which supported the application for a Slavery and Trafficking Risk Order against two females involved in exploitation – these were clear "prevent" disruptions.

The number of individuals being referred through a safeguarding channel as recorded on TOEX's Internal Workload Tracker and through APMIS disruption recording.

TOEX have recorded 50 safeguarding referrals in 2024-25 Q2 bringing the total number of safeguarding referrals submitted since inception to 766 against 111 operations.

14 safeguarding disruptions have been submitted on APMIS in 2024-25 Q3, seven relating to children, six to adults and one relating to both. Nine of these are awaiting moderation.

Number of People Safeguarded (Cumulative)

Month	Value
Apr 2024	577
May 2024	597
Jun 2024	597
Jul 2024	607
Aug 2024	659
Sep 2024	719
Oct 2024	733
Nov 2024	746
Dec 2024	766

Case Study
NWROCU Op 32

This op follows a referral from the Dept of Work and Pensions. The bank account of one of their suspects had been red flagged for potential modern slavery and human trafficking based upon high value cash and faster payment activity. Listed at his address were three females, all of whose numbers were linked to adverts for sex work. There was concern that there was sexual exploitation occurring.

TOEX collated intelligence on, and researched the individuals involved. Financial research was conducted along with telecoms work to establish a lifestyle picture. TOEX were able to identify subject travel and movement around the country. TOEX worked with data from policing, DWP, Border Force and the Home Office. Intelligence packages were disseminated to the South East due to links in Sussex, who completed safeguarding checks on behalf of TOEX.

Value Added

✕ TOEX claimed six disruptions and referred three potential victims for safeguarding. They also submitted eight intelligence reports.

✕ One of the female controllers has been deported back to her home country. A number of other deportations are pending.

✕ TOEX identified a network of individuals who appear to be working together to advertise women for sex.

✕ Safeguarding visits have been done off the back of TOEX work but unfortunately no victims have disclosed being victims. These potential victims are being supported.

Q2: How effective is the centrally coordinated, regionally delivered TOEX model?

Count of self-generated taskings and analysis of what happens with development, forward ownership, and prioritisation within relevant tasking processes.

2024-25 Q3 Outcomes

Six proactively identified jobs were closed within the reporting period including the following of note:
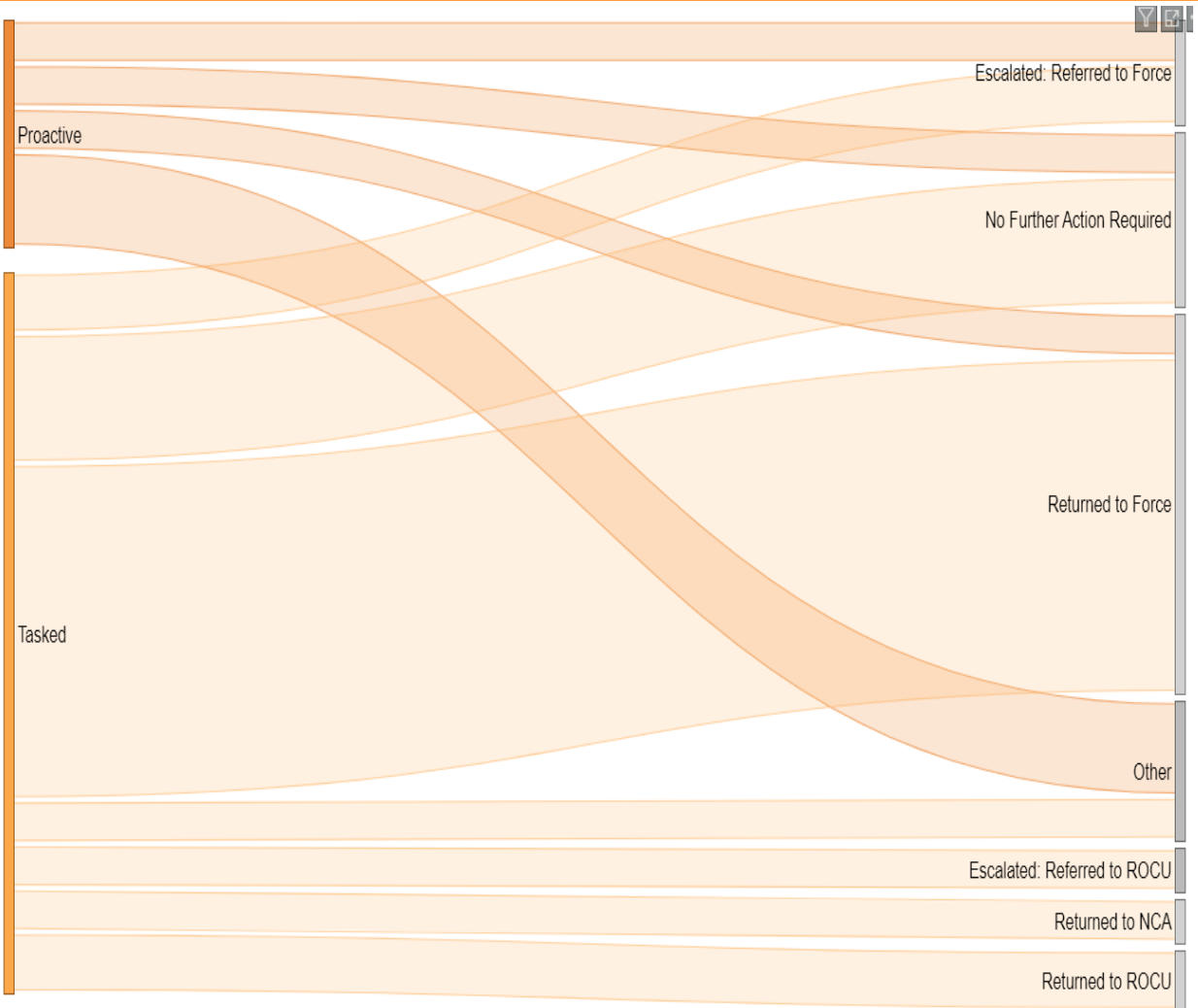
⚒ **YHROCU Op 32 –** This op followed TOEX initiated intelligence development of anecdotal child sexual abuse on social media. TOEX developed the intelligence on behalf of all police forces in the country and kept all updated with developments (doing the work once, for all). No child sexual exploitation was uncovered, but there was labour exploitation uncovered. The threshold was not met for an MSHT investigation but shared with the City of London for a money laundering investigation.

⚒ **EMSOU Op 83 –** this op was generated by exploitation of data on adult service websites whereby Asian females looked to be victims under the Modern Slavery Act 2015. Sex buyer reviews and intelligence development confirmed the suspicions. Enforcement on the identified suspects followed and an investigation was run by Northamptonshire Police. Female victims were safeguarded and forces around the country received intelligence of criminal activity within their area. In total 184 intelligence reports were submitted and two disruptions, although more are likely to follow further enforcement. The SIO of the investigation commented *"TOEX always seem to find a way to fill intelligence/investigation gaps. Their support is invaluable - my investigation would not be where it is without them"*
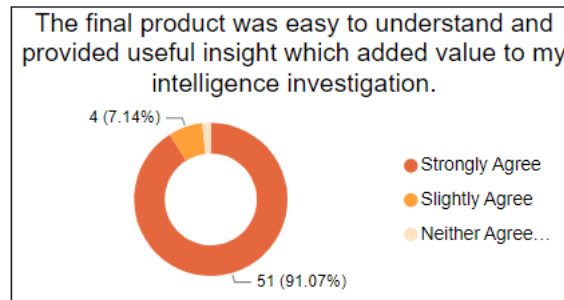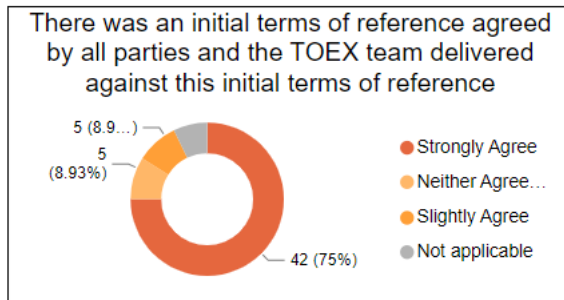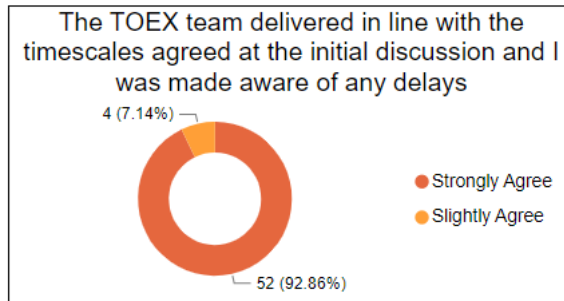
Proactive Job Overview

⚒ 46% of proactive jobs are full support compared to 31% of tasked jobs.
⚒ There are currently 50 ongoing proactively identified jobs across the network.
⚒ Proactively identified jobs are open almost 50% longer on average than tasked jobs with proactive jobs open for 277 days on average compared to 186 days for tasked jobs.*

*This is calculated by working out an average based on the number of days between allocated date and closed date for closed jobs and allocated date and today's date (01/01/2025) for ongoing jobs.

TOEX products generated improve the threat picture and inform decision making

Quarterly survey of TOEX clients/closure reports used to measure how TOEX products improve threat picture & inform decisions. Value added to National Assessment Centre product.

The referral process was clear, easy to follow and the same as the referral process for any other capability within the ROCU.
- 41 (73.21%) Strongly Agree
- 2 (3.57%) Slightly Agree
- 5 (8.93%) Not applicable
- 8 (14.29%) Neither Agree…

The TOEX team were easily accessible. I knew who my points of contact were and how I could reach them.
- 55 (98.21%) Strongly Agree
- 1 (1.79%) Slightly Agree

I was contacted with updates when developments had been made and received helpful responses to any questions I had
- 52 (92.86%) Strongly Agree
- 4 (7.14%) Slightly Agree

The TOEX team delivered in line with the timescales agreed at the initial discussion and I was made aware of any delays
- 52 (92.86%) Strongly Agree
- 4 (7.14%) Slightly Agree

There was an initial terms of reference agreed by all parties and the TOEX team delivered against this initial terms of reference
- 42 (75%) Strongly Agree
- 5 (8.9…) Neither Agree…
- 5 (8.93%) Slightly Agree
- Not applicable

The final product was easy to understand and provided useful insight which added value to my intelligence investigation.
- 51 (91.07%) Strongly Agree
- 4 (7.14%) Slightly Agree
- Neither Agree…

100/100 respondents have answered 'Yes' to 'Would you recommend TOEX to a colleague?' since the survey was published.

1) The referral process was clear, easy to follow and the same as the referral process for any other capability within the ROCU.

41 respondents answered 'Strongly Agree', two answered 'Slightly Agree', eight answered 'Neither Agree nor Disagree' and five answered 'Not Applicable'

2) The TOEX team were easily accessible. I knew who my points of contact were and how I could reach them.

55 respondents answered 'Strongly Agree', and one person answered "Slightly Agree".

3) I was contacted with updates when developments had been made, communicated with before there were changes made to the focus of the investigation, and received helpful responses to any queries I had.

52 respondents answered 'Strongly Agree' and four answered 'Slightly Agree'

4) The TOEX team delivered in line with the timescales agreed at the initial discussion and if there were delays, I was made aware and they did not cause me an issue.

52 respondents answered 'Strongly Agree' and four answered 'Slightly Agree'

5) There was an initial terms of reference agreed by all parties and the TOEX team delivered against this initial terms of reference or any changes to the terms of reference were communicated and agreed along the way.

42 respondents answered 'Strongly Agree', five answered 'Slightly Agree', five answered 'Neither Agree nor Disagree' and four answered 'Not Applicable'

6) The final product was easy to understand and provided useful insight which added value to my intelligence investigation.

51 respondents answered 'Strongly Agree', four answered 'Slightly Agree' and one answered 'Neither Agree nor Disagree'

TOEX products generated improve the threat picture and inform decision making

Quarterly survey of TOEX clients/closure reports used to measure how TOEX products improve threat picture & inform decisions. Value added to National Assessment Centre product.

Operational Feedback Survey Results

"TOEX were able to support an investigation which sat outside the usual tasking process for TOEX. Therefore, having resources available to carry out the task that was needed."
- Gwent DC, TARIAN, **unnamed Op**

"The level of analytical support assisted greatly as we just did not have the resources to progress in a timely way. The product delivered was really easy to read and understand."
- Cumbria DS, **NWROCU Op 44**

"Op 17 is an unusual investigation and something that was new to the investigation team as well as Toex. It was extremely helpful from the outset that that the Toex team were clear on what they could offer and were keen to fill in our intelligence gaps. We had regular meetings where the case was discussed and different ideas were suggested on how to move the investigation forward. It assisted my OIC in developing and understanding some of the analytical work as they were able to review the RAW data that we received from the phones."
- MET DS, **LONDON Op 17**

"Interpreter cost implications for Northumbria Police - quoted £1200"
– Northumbria DC, **NEROCU Op 75**

"Just wanted to say a belated thank you for your support, flexibility, and professionalism in support of [Operation] at the start of the week. Unsociable & extended hours worked by many of you, helped our investigation better understand the 'methodology' of the OCG, disrupt activities and secure important evidence. Please pass on my sincere gratitude to the various partners, charities and non- government organisations who supported our venture, ensuring we were 'best prepared' to deliver a 'victim focused service'."
– City of London DI, **LONDON Op 28**

"TOEX assisted in the translation of conversations from a phone download. This allowed me to easily digest the information and decide what would be required for evidence."
- Cheshire DC, **NWROCU Op X**

"I think TOEX is a valuable resource, particularly for smaller forces that lack the resource capacity for complex investigations that require quick material and intel to be turned around in order for time sensitive actions to be done but also to assist with joining the dots for larger scale investigations. For us, this would be particularly important for county line and modern slavery offending which are multi-faceted, are complex and have safeguarding implications."
– Leicestershire DC, **NEROCU Op 59**

"The openness and appetite to support our project was evident. The team were passionate and really keen to get involved. They went out of their way to attend one of our open events in order to develop a wider understanding in our work. The dashboard they produced exceeded my expectations." – TVP DI, **SEROCU Op 45**

Quarterly survey of TOEX clients/closure reports used to measure how TOEX products improve threat picture & inform decisions. Value added to National Assessment Centre product.

Case Study
ERSOU Op 51

This is one of TOEX's most geographically widespread jobs and was commenced in May 2023. This followed a call into the police control room from migrants being carried in the back of a lorry who were struggling to breathe. When the lorry was stopped, 13 illegal migrants were found – nine adults and four children. Eleven people were from Eritrea and two were from Ethiopia. Working alongside the NCA, TOEX identified key suspects in the transportation of at least one victim from Ethiopia to the UK. TOEX identified other traffickers helping in the organisation of the group including arranging visa applications, travel booking, technical knowledge around lorries and those involved in briefing migrants. TOEX developed the intelligence to the point at which the NCA could adopt the investigation internationally. ERSOU TOEX retained a spin-off operation into one of the suspects.

"As we all know, the analytical capability often gets massively overlooked – and certainly this op and the associated spin-offs wouldn't have happened without yourselves
relentlessly going after these traffickers. So thanks so much for your help – the Belgian case would be dead in the water without the painstaking work you all undertook."

- NCA ILO, **ERSOU Op 51**

Value Added

⚒ TOEX submitted 25 intelligence reports in relation to this op, and four disruptions were recorded.

⚒ TOEX liaised with partners in ERSOU, NCA, Border Force, Immigration, Belgian authorities, German authorities, Europol and the US in order to further intelligence opportunities.

⚒ By developing the intelligence ready for arrest of the main suspect of the OCG, TOEX have prevented further potential victims of this group. When the suspect was arrested, he was in the process of smuggling victims into the back of a lorry which may have prevented potential deaths of these people.

⚒ This work greatly improved the understanding of OIC coming from Europe and methodologies used by criminals.

⚒ For this work the ERSOU TOEX team were awarded the Annual Award for Partnership Working which was presented by Chief Officers.

Quarterly survey of TOEX clients/closure reports used to measure how TOEX products improve threat picture & inform decisions. Value added to National Assessment Centre product.

Case Study
NEROCU Op 59

This op relates to a missing 14-year-old boy, missing from Durham, located in a hotel in Leicestershire following concerns from hotel staff. Upon examination of the boy's phone, it appears that the boy was subject to exploitation by drug dealing groups. TOEX support was requested to identify those responsible for exploitation of the child.

TOEX review of the mobile phone was able to evidence the control that the exploiters had on the victim. Hotel enquiries have identified CCTV opportunities to further the investigation.

Value Added

※ TOEX identified a county line group which has been adopted by the appropriate force.

※ 13 intelligence reports have been generated and submitted

※ TOEX identified that the group are employing the tactics of recruiting victims from outside of their region to travel and sell drugs on their behalf.

※ This work has benefited two organisations – Durham and Leicester Constabulary. The support to Durham meant that the victim could be fully safeguarded, and the possibility of other local victims ruled out. Leicestershire are running an investigation into exploiters in their county off the back of the work completed by TOEX.

※ The turnaround of the job was much quicker due to TOEX resources.

"I think TOEX is a valuable resource, particularly for smaller forces that lack the resource capacity for complex investigations that require quick material and intel to be turned around in order for time sensitive actions to be done but also to assist with joining the dots for larger scale investigations. For us, this would be particularly important for county line and modern slavery offending which are multi-faceted, are complex and have safeguarding implications. With this in mind for small forces that have a resource issue being able to have TOEX generate material evidentially rather than intelligence based would be a HUGE game changer. This isn't just NERSOU
this is across the board for TOEX."
- DC Leicestershire, **NERSOU Op 59**

TOEX enrichment of unmet demand

Adoption of; CSE Taskforce referrals; threat from analysis of MoRiLE capacity & capability assessments; and exploitation CSE threats closed as 'unmet demand' during intel dev stage.

Support Provided and Unmet Demand

TOEX continue to fill the gap identified between law enforcement forces, regions and NCA. Some examples of where we are currently doing this includes:

✕ Leading the tactical delivery for sextortion offences nationally, looking for international organised crime.
✕ Exploring the unmet demand in relation to Chinese sexual exploitation and the complexities of their organised crime groups.
✕ Leading the tactical development for the Vietnamese OIC concerns, looking for professional enablers, and hierarchies within Vietnamese OIC and MSHT.
✕ Looking for links between those identified via UCOL deployments, analysing data in the search for organized crime, and looking to do this nationally.

SOC Master List Operations (MoRiLE)

Since inception, TOEX have provided support on 206 operations on the SOC Master List to date, including 7 new operations in 2024-25 Q3*.

High Risk operations on the SOC master list are often static and remain in the top 10 for several months. The figures below show the number of operations supported by TOEX while in the Top 10 Highest Risk operations for each exploitation threat type.

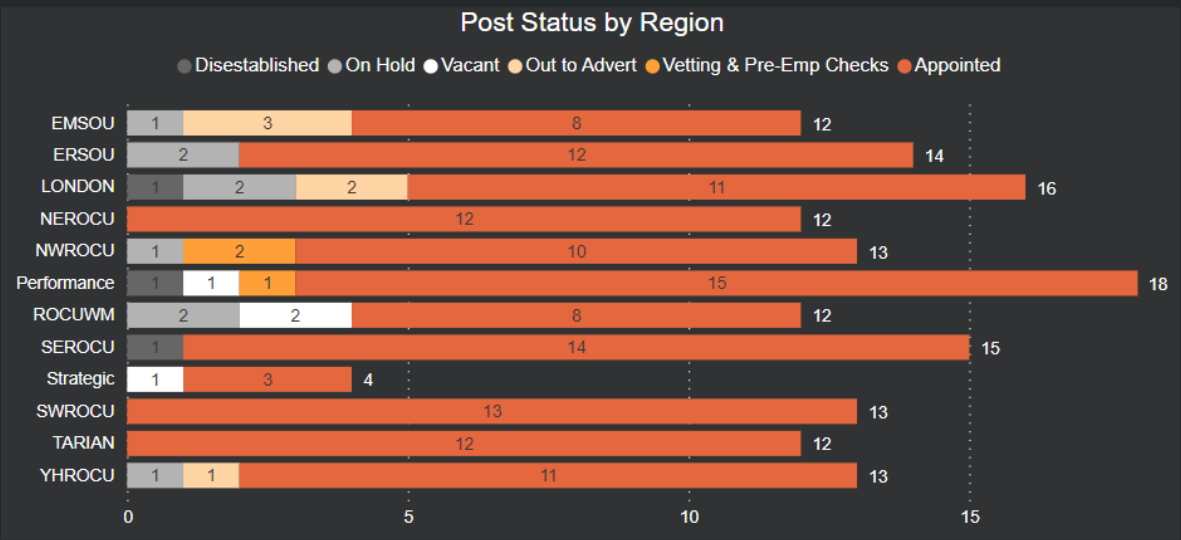| Child Sexual Abuse	Modern Slavery and Human Trafficking	Organised Immigration Crime
There were 118 MoRiLE assessments across 96 operations with CSA as a threat type in 2024-25 Q3. 12 of these operations entered the Top 10 Highest Risk operations and two of these were supported by TOEX during this time.	There were 542 MoRiLE assessments across 419 operations with MSHT as a threat type in 2024-25 Q3. 17 of these operations entered the Top 10 Highest Risk operations and four of these were supported by TOEX during this time.	There were 75 MoRiLE assessments across 61 operations with OIC as a threat type in 2024-25 Q3. 14 of these operations entered the Top 10 Highest Risk operations and three of these were supported by TOEX during this time.

The top highest risk operations not supported by TOEX are either no longer in the intelligence development phase, have sufficient capacity and capability to deal with the threat or are not indicative of exploitation.

*Many of the new TOEX ops have not been scored on the SOCML as yet. This is often the case as we take threats at an early development stage.

Number vacancies / leavers / av. length service, learning pathway attainment/training/ licences, periodic & systemic employee surveys and stay interviews to track engagement.

Post Status by Region

Legend: Disestablished, On Hold, Vacant, Out to Advert, Vetting & Pre-Emp Checks, Appointed

Region	Disestablished	On Hold	Vacant	Out to Advert	Vetting & Pre-Emp Checks	Appointed	Total
EMSOU	1			3		8	12
ERSOU		2				12	14
LONDON	1		2	2		11	16
NEROCU						12	12
NWROCU	1				2	10	13
Performance	1		1		1	15	18
ROCUWM		2	2			8	12
SEROCU	1					14	15
Strategic		1		3		4	
SWROCU						13	13
TARIAN						12	12
YHROCU	1		1			11	13

HR Onboarding Update

- 2 new members of staff have started
- 6 members of staff have left
  - 1 has retired
  - 3 have left for alternative employment within policing
  - 2 have left for external alternative employment

85% (n. 129) of positions are currently filled, three are in progress (shortlisting and interview, vetting and pre-emp checks and start date agreed) (2%), ten positions are vacant or out to advert (7%) and nine are on hold (6%)

The average length of service across the programme is 718 days or almost two years.

TOEX Citizen Survey Results

The survey was completed by 89 members of staff in total, a steady increase on previous months. This accounts for 67% of staff currently in post.

Question	August 2024 Responses			November 2024 Responses			Diff
	Yes	Not Sure	No	Yes	Not Sure	No	
I understand the aims and objectives of the TOEX programme	97.7%	2.3%	0.0%	96.6%	3.4%	0.0%	-1.0%
I know how the work I do helps our programme achieve its aims and objectives	96.5%	2.3%	1.2%	95.5%	4.5%	0.0%	-1.0%
I can access the training and development I need to do my job	90.7%	8.1%	1.2%	83.1%	10.1%	6.7%	-7.6%
I know how well our programme is performing	83.7%	12.8%	3.5%	82.0%	13.5%	4.5%	-1.7%
The aims and objectives of our programme make me feel good about my work	95.3%	2.3%	2.3%	91.0%	9.0%	0.0%	-4.3%
I can access the systems I need to do my work properly	76.7%	7.0%	16.3%	67.4%	11.2%	21.3%	-9.3%
At TOEX we always look for ways to improve	93.0%	7.0%	0.0%	89.9%	9.0%	1.1%	-3.1%
I am empowered to share my opinion on decisions that affect my work	88.4%	7.0%	4.7%	89.9%	7.9%	2.2%	1.5%
I feel valued and recognised for the work I do	84.9%	8.1%	7.0%	79.8%	11.2%	9.0%	-5.1%
My career aspirations at TOEX are being met	74.4%	12.8%	12.8%	73.0%	10.1%	16.9%	-1.4%
The national leadership team provide a clear vision of the overall direction of TOEX	91.9%	5.8%	2.3%	87.6%	11.2%	1.1%	-4.2%
Senior Leaders in my team, demonstrate effective decision making	76.7%	15.1%	8.1%	79.8%	12.4%	7.9%	3.0%
I am proud to work for the TOEX Programme	95.3%	2.3%	2.3%	94.4%	5.6%	0.0%	-1.0%
I actively promote TOEX as a good place to work	93.0%	5.8%	1.2%	94.4%	4.5%	1.1%	1.4%

The engagement score in November 24 was 89.9%, a decrease of 1.5% on August 2024's 91.4%. The score is calculated by looking at the average percentage of 'Yes' answers to the questions above:

Engagement Score

Aug 23	Nov 23	Feb 24	May 24	Aug 24	Nov 24
92.4%	86.8%	90.2%	91.9%	91.4%	89.9%
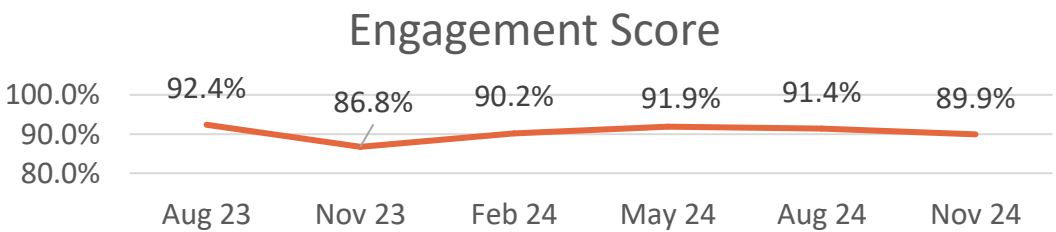
How effective is the TOEX HR Strategy and Capability Strategy in meeting its objectives?

Number vacancies / leavers / av. length service, learning pathway attainment/training/ licences, periodic & systemic employee surveys and stay interviews to track engagement.

"Good place to work and I enjoy the work content, but lack of opportunity for upwards mobility."

"I have felt included, valued and part of the team since day 1."

"I have the freedom to develop, and partnership working is key to my role."

"I love working for TOEX because of the collaboration - bouncing off other TOEX teams as well as partners and stakeholders - seeking feedback from them and understanding what more we can do. Also, showing TOEX capabilities to other stakeholders showing them what can be done more efficiently."

"My team is a very close, friendly and trusted environment. Good work is always highlighted, and people enjoy coming to work."

"I like working for TOEX, it's an area of policing that is doing something different."

"I love being a part of TOEX. I feel we really are at the forefront of Policing and are trying to set a new standard."

"We need to continue promoting ourselves at different levels within policing from the front line to senior leaders. A TOEX conference with an open invite to the different aspects we work with could be beneficial. Hosted in person and streamed online."

"Working for TOEX, I can see we're making a difference, which appeals to me the most as well as safeguarding people. I'm more than impressed with the training offered and the autonomy we're given with that."

"I really like when you go to events and hearing about the positive impact the programme is making - collaboration with key partners and stakeholders - working with the TOEX network."

"Always looking for new ways of working, creating new software and tools, flexible working."

"Variety of working - no day is the same, which is important. Support is great."

"I continue to work for TOEX because of the programme's end goal - just wants to help the end user. It is victim focused and that's crucial."

Key audiences informed, updated & engaged. Statistical analysis of comms delivery. Creative, innovative & relevant content. Objectives, milestones & outcomes identified / mapped

Communications Update
Natalie Reed, Communications Lead:

"This quarter has seen the **eleventh edition of the e-mag being published**, which had a focus on how the programme is contributing to tackling VAWG offences. It also provides an update on the progress of the capabilities environment roll-out to forces and highlights further case studies.
In the next quarter, work will be undertaken to update the TOEX website and explore what other channels can be used to promote the programme further."

Digital Media Engagement

※ **LinkedIn** page views: October: 246, November: 239, December: 182

Posts were seen more than 21,100 times over this quarter.

※The TOEX **X** (Twitter) account has a total of 641 followers, down from the previous quarter. Other analytics for this platform have been disabled.

※ 913 website users in 2024-25 Q3, including over 800 new users, which is in line with 2024-25 Q2.

More than 4,000 pages viewed – the most viewed page was the Home Page followed by, 'Our Vacancies' and 'Meet the Team'.

The length of engaged session per active user was 1m 32s in 2024-25 Q3, this is in line with previous quarters.

TOEX E-Magazine

The most recent publication of our e-magazine can be found on our website:

https://www.toexprogramme.co.uk/latest-news/latest-news/latest-edition-of-e-mag-published

'When You Are Ready' Campaign Launched

This quarter, the 'When You Are Ready' campaign was launched to support victims and survivors of child sexual abuse and exploitation (CSAE).

The campaign, launched by the national Child Sexual Exploitation (CSE) Taskforce, which is led by the Hydrant Programme and supported by TOEX and the VKPP, which has been fully informed by those with lived experience from start to finish, hopes to make victims and survivors feel seen and heard, to know they're not alone and encourage them to tell a friend, contact a support organisation and feel empowered to take that step, whenever they're ready to do so.

The campaign launched in October and has seen wide-spread support from forces across England and Wales as well as third sector organisations.

You can find out more and watch the film here:
https://whenyouareready.co.uk/

TACKLING ORGANISED
EXPLOITATION
PROGRAMME
Issue 11 | October - December 2024

Inside this issue:
Talking Technical
Case Study - Sexual Exploitation of Children & Adults
Case Study - Sexual Exploitation of Adults
When You Are Ready Campaign
#ThankTOEX

Q3: How feasible, accessible and cost-effective is a centrally delivered TOEX Capabilities Environment?

TOEX development and implementation of new data tools/capabilities

Tracked via the Programme's Technical Design Authority (TDA) process. Maps maturity from 'idea', through business need, development testing, assurance and finally deployment.

January '24 to March '25 delivery of applications to the Capabilities Environment

TOEX Translate
Live with added functionality across key word matching and named entity recognition.

TOEX Transcribe
Live with export direct to MG15 format enabled to either Word or Excel format.

Companies House Tool
Live web app which allows an iterative search across the Companies House data set.

TOEX Wing It
Live web app which allows users to search across incoming and outgoing flight data at UK airports.

Google Maps Tool
A web app which allows the capture of open source geographic and review data for businesses registered on Google Maps. Live' to TOEX users in January 2025, to be expanded to all CE users after initial testing
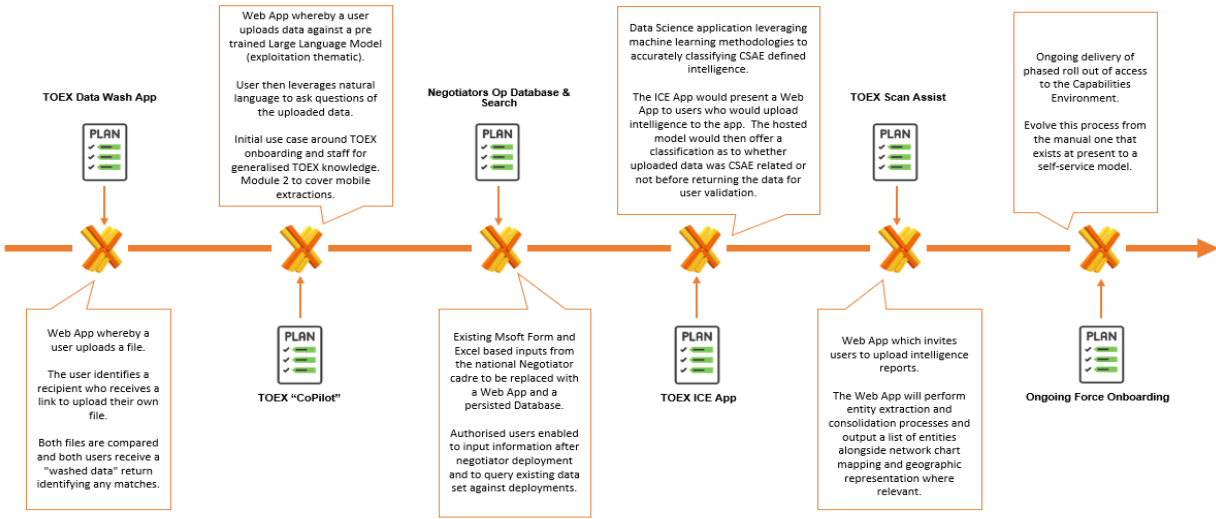
DART
Delivery of rapid entity extraction from digital forensic captures Deployment into the TOEX Capabilities Environment in early 2025.

Fifteen-month delivery Jan '24 to March '25 of Capabilities Environment and hosted tool
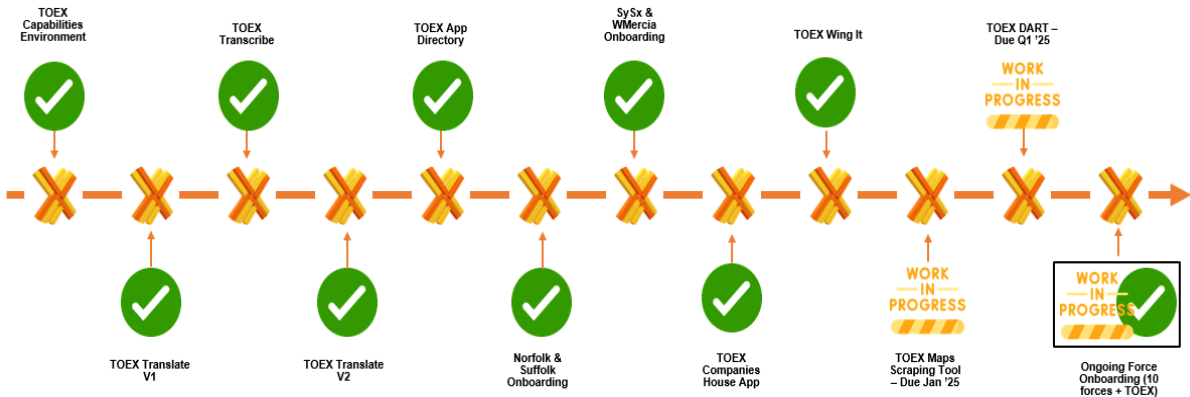
Financial Year April 2025 to March 2026 - TOEX CE Delivery Roadmap

Build and operationalise a Capabilities Environment

Tracked and reported via programme management processes.
Measures to include timeliness, cost (build + care/feed), accessibility, user experience surveys, outcomes.

DI Pat Thompson, Technical Lead:

※ **The TOEX Capabilities Environment** (CE) has **1165** *(Jan 8th '25)* registered users across the TOEX network and ten County police forces (Norfolk, Suffolk, Surrey, Sussex, West Mercia, Staffordshire, Devon & Cornwall, Lancashire, Thames Valley Police & Humberside) with successful access and usage of applications hosted within the CE from all onboarded forces and all TOEX teams (Met. Pol excepting).

※ **TOEX Translate.** To date, **452,973,924** *(Jan 8th '25)* characters have been translated at a transactional cost of **£3,381.00** via the CE. This is a hypothetical saving to policing of **£7,546,184.40** *(calculation available upon request)*. Pre Capabilities Environment use of the Translation Tool hosted in Norfolk Constabulary brings this saving to over £10,000,000

※ **TOEX Transcribe.** Since deployment on 11th July 2024, the CE Transcription tool has transcribed **1405** media submissions at an average submission length of **32** minutes per submission. A total of **44,405** minutes of uploaded data have been transcribed This equates to over **740** hours' worth of media transcribed at a total cost of **£3,019.54** against an estimated manual transcription cost of **£62,167.00**. This is a hypothetical saving of **£ 59,147.46** alongside TBC time savings *(calculation available upon request)*.

※ **TOEX Companies House.** This intelligence tool has been used **182** times since its release in October '24 resulting in **611** network searches across the Companies House data set.

※**TOEX Wing It.** This intelligence tool has been used **120** times since its release in November '24.
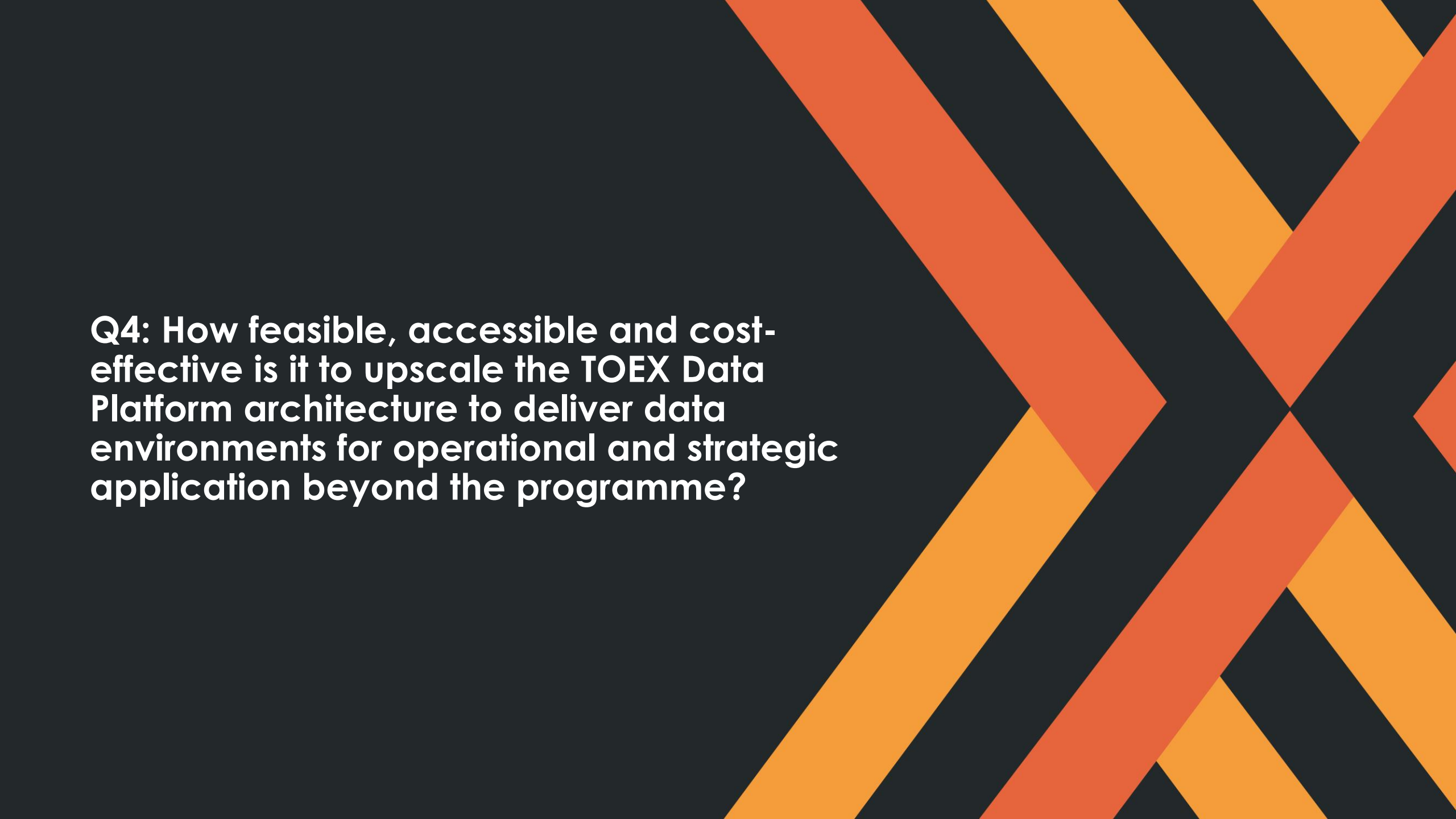
※**TOEX Google Maps.** This intelligence tool is scheduled for penetration test on 13th January '25 and subsequent release

※**TOEX DART.** Scheduled for release in March '25**.**

Tracking new capability deployments through APMIS disruption recording

Number of capabilities deployed nationally and number of users / reach of application

Moderated Disruptions Since Inception					**Moderated Disruptions in 2024-25 Q3**				
Translation Tool	Transcription Tool	Facebook Friends Tool	Companies House Tool	DART Tool	Translation Tool	Transcription Tool	Facebook Friends Tool	Companies House Tool	DART Tool
30	**1**	**8**	**10**	**4**	**4**	**0**	**1**	**1**	**6**

Q4: How feasible, accessible and cost-effective is it to upscale the TOEX Data Platform architecture to deliver data environments for operational and strategic application beyond the programme?

- Scope a feasible, cost-effective data network, capable of delivering against the NPCC Data Strategy
- Propose a business case for incremental phased delivery
- Map and report anticipated accessibility, cost & usage

- Cross-reference to NPCC Data & Analytics Strategy, agree governance & accountability, demonstrate Tier 1-3 interoperability, identify phased delivery opportunities and identify funding streams (seed, build, maintenance)

- Phased delivery plan – prioritising 'gateway' forces, costed (resources / care & feed / usage), incremental timeline and key milestones, commercial considerations (HO Commissioning support), resourcing requirements (NPCC & commercial)

- Track number, nature and reach of platform users – now & intended, operational use case outputs: E.g. Force Profiles, report platform costs/usage (storage & transactional)

TOEX Data Solution – combining many critical datasets into one solution – creating a Blueprint for Policing to tackle data siloes, regardless of threat. This real-world scaled data solution, known as the **TOEX Data Platform** (hosted by Norfolk/Suffolk ICT) and has been deployed operationally by the national TOEX team since May 2021 against OE threats in the 9 contributing forces. **N.B.** *solution draws from Athena records but is suitable for configuration updates so it's equally compatible with Niche and other force primary systems.*

It is cost-effective and fully scalable (costing approx. 11k/month). It enables data to be shared with TOEX by forces within the 9 force Athena collaboration, conflates force source data (intel/crime/custody) against OE relevant datasets sourced by TOEX, e.g. Organised Crime Group Mapping (OCGM), County Lines Intelligence Collection Matrix (CLICM), Missing Persons, Open-Source Intelligence (OSINT) and enables cloud-based analytical modelling of the total *enriched* dataset.
Ultimately, this is used to enhance collaboration, evidence-based decision making, contributes to the safeguarding of vulnerable people and helps pursue those causing harm. This is first for UK policing and is already creating efficiencies in time and resourcing. The three TOEX Force Profiles - Violence Against Women & Girls (VAWG); Missing Persons; Violence & Sex Offender Register (ViSOR) - use cloud-based analytical tools to conflate the full crime, intelligence and custody data held by nine forces against the information in the TOEX Data Platform to produce strategic and tactical products for safeguarding activity and the pursuit of offenders. An Accelerated Capability Environment, Home Office review (Feb 2022) acknowledged that the TOEX Programme has delivered an integrated Policing data solution more efficiently and at a much quicker pace, with tangible outcomes, compared to any data programme that has come before it within Policing. Being able to deliver this locally, at speed, backed by initial funding and using datasets from multiple forces has been vital in its success.

Norfolk/Suffolk access the Force Profiles directly. Permission granted for named users in the other 7 forces to be given access to a shared Teams location, so they can access and interrogate the PBi products directly. This will negate the creation of monthly PDF packs and enable each force to explore and develop its own threats. **Anticipated 'go live' in Q4 2024-25.**

Next Steps:
Multi-agency discussions are ongoing as to NPCC requirements and direction of travel for data platforms and solutions going forwards. DDaTCC (CC Rob Carden) commissioned the Centre for Data Analytics in Policing (CDAP) to coordinate national discussion regarding the uplift of capabilities and clarity regarding the future data strategy. An initial paper was submitted by CDAP to the Chair of the Strategic Steering Group (NCCC) on 10th April '24, outlining proposals to generate effective funding, governance and tasking lines for TOEX into national tech delivery.
TOEX Tech migration planning also forms part of the NPCC Transitions & Build Steering Group, as TOEX towards the move to its new NPCC host next FY.