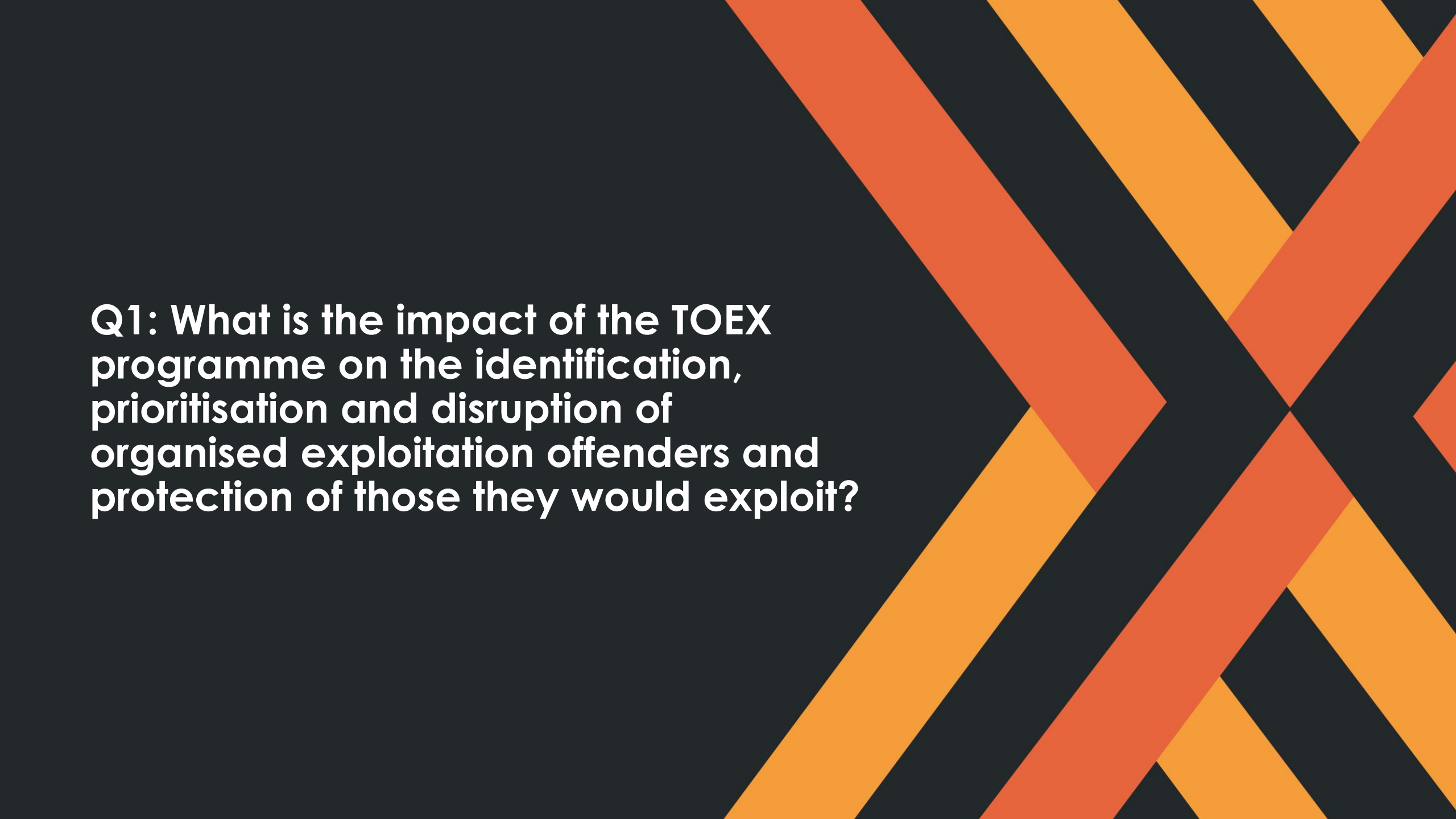# TACKLING ORGANISED EXPLOITATION PROGRAMME

Evaluation Pack

2024 – 25 Q2

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
765	32
Number of Priority Individuals Identified	Number of Vulnerabilities Identified
30	14

Verified Identifications in 2024-25 Q2

Number of New Safeguarding Referrals	Number of New OCGs Identified
168	2
Number of New Priority Individuals Identified	Number of New Vulnerabilities Identified
0	0

Case Study

SEROCU Op 35   **MOR-28873**

SEROCU Op 35 was established to develop intelligence around long term sexual exploitation. Over a number of years, multiple brothels were identified, welfare visits conducted, closure notices issued and then another brothel would open somewhere else. TOEX identified an address in the South East linked to an existing TOEX operation, LONDON Op 3, which was being used as a 'call centre' with links to adult service website (ASW) phone numbers.

Value Added

⚒ The support from the TOEX team led to the identification of an OCG, which TOEX then supported the ROCTA team in scoring and mapping.

⚒ TOEX development was able to uncover the geographical scale of the problem, which lead to TOEX supporting escalation decisions for the operation to be transferred into the ROCU and tasked to investigation syndicate; where lines of enquiry developed by TOEX have now been pursued resulting in the arrest of multiple subjects and future arrests planned for

⚒ TOEX provided thorough intelligence development around mobile phone numbers and ANPR data which lead to the identification of a subject of interest who played a key role in the OCG; which involved transporting victims between brothels. There is now an arrest phase planned for this individual.

"TOEX provided an excellent Trigger Form to the ROCTA team, it was very clear and concise and made the initial understanding of the operation and underpinning intelligence picture easy to follow. This was very impressive given the scale and complexity of the operation." – SEROCU Intelligence Development Officer

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
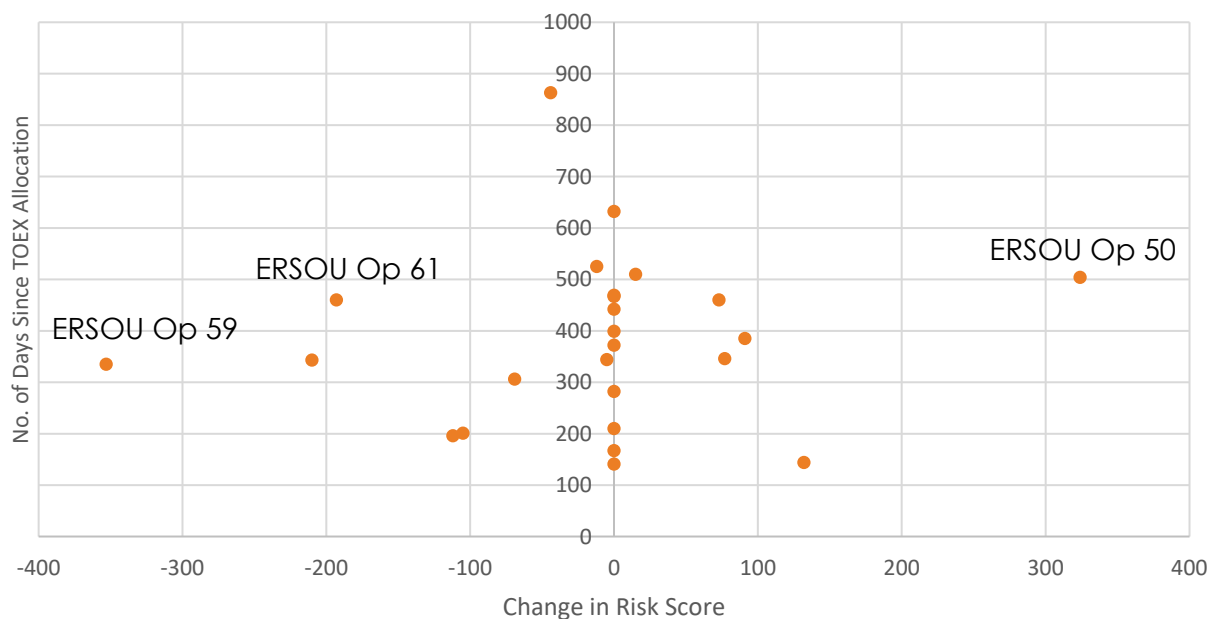
TOEX were involved in 26 assessments across 19 operations in 2024-25 Q2.

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 six instances, with an average increase of 118 points, and decreased in ten instances, with an average decrease of 122 points. In ten of the assessments, the Risk Score did not change.

Six Risk Score changes larger than 200 points were recorded in 2024-25 Q2:

⚹ **ERSOU Op 50** increased from 648 to 972 [+324], making it the second highest scoring operation in the region. The increase is as a result of intelligence suggesting that there is more impact and harm on the community than was previously thought.

⚹ **LONDON Op 20** increased from 924 to 1056 [+132], making it the sixth highest scoring threat on the SOC Master List across all thematics and regions. The score has increased as a result of TOEX identifying 53 victims, therefore leading to the capacity and capability being changed from 'Limited Issues' to 'Impedes Management.

⚹ **ERSOU Op 59** decreased from 353 to 0 [-353] following the operation being closed. Intelligence suggests there are no current victims and the OCG nominals have left the country so there is no longer believed to be a footprint in the UK. TOEX submitted a total of 41 intelligence reports before the operation was closed.
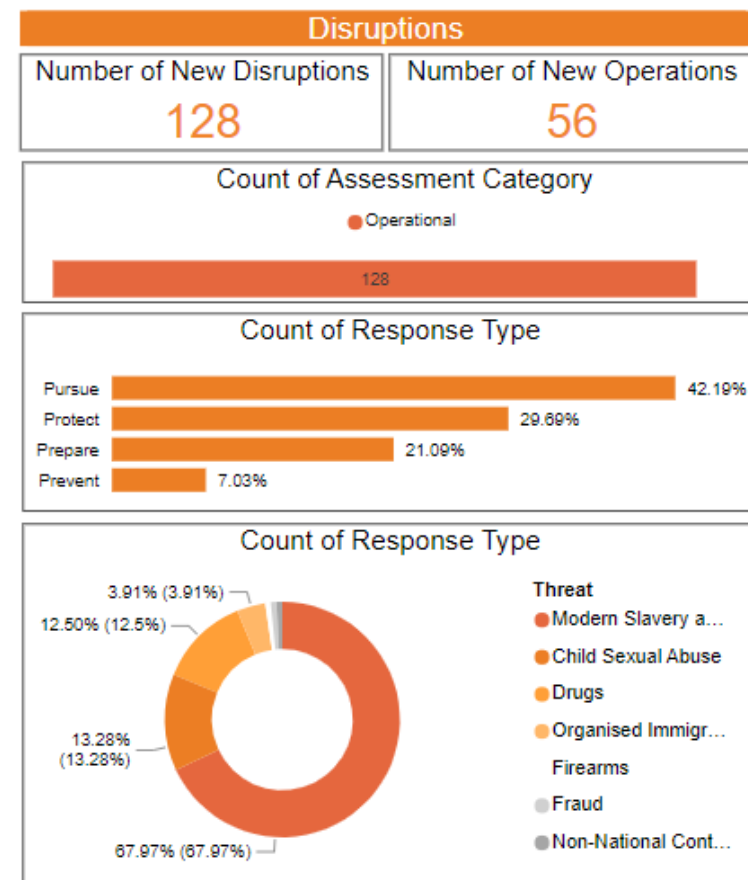
⚹ **ERSOU Op 61** decreased from 210 to 0 [-210] following the CSE aspect of the operation being closed due to the intelligence not being up to date. The operation had previously been reopened in 2024-25 Q1 as intelligence development showed that the nominal was suspected of still being in contact with both vulnerable victims and registered sex offenders and established links to an existing operation.

⚹ **ERSOU Op 51** decreased from 193 to 0 [-193] following the operation being adopted by the NCA. TOEX submitted 17 intelligence reports and identified 23 victims before handing the operation over to the NCA and International Law Enforcement Partners.

⚹ **SEROCU Op 38** decrease from 125 to 13 [-112]. TOEX have identified seven victims and a review of mobile phone data in relation to the nominals revealed that one subject has been in contact with a registered RSO resulting in a non contact order between the nominals, reducing their capability to offend.

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
128	56

Count of Assessment Category

- Operational

128

Count of Response Type

Pursue	42.19%
Protect	29.69%
Prepare	21.09%
Prevent	7.03%

Count of Response Type

3.91% (3.91%)
12.50% (12.5%)
13.28% (13.28%)
67.97% (67.97%)

Threat
- Modern Slavery a...
- Child Sexual Abuse
- Drugs
- Organised Immigr...
- Firearms
- Fraud
- Non-National Cont...

Exploitation Threats (County Lines, CSA, MSHT and OIC) account for 85% of disruptions (n. 109

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 128 disruptions against 56 operations in 2024-25 Q2, eleven more operations disrupted than in 2024-25 Q1. There are a further 39 disruptions currently awaiting moderation.

There have been 663 disruptions against 208 operations since programme inception of which 7% (n. 45) 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

A complex investigation into the Child Sexual and Child Criminal Exploitation of a young cohort of vulnerable females. There are various elements to the exploitation, but the main centres around the use of Snap Chat to meet unknown males. There are also elements of the 'party model' of exploitation as well as being victims of county lines activity via the train network

Since TOEX support was initiated in September 2023, 28 disruptions have been submitted, including 19 in 2024-25 Q2.

Value Added

※ Five arrests have been made following TOEX research in 2024-25 Q2 for offences including both the possession and making of indecent images, sexual communication with a child and rape. The arrests enabled the seizure of mobile phones key to the investigation, an opportunity to interview the suspects and also the potential to identify further victims

※ Sixteen safeguarding referrals have been submitted for children ranging from 13 to 17 years old. The information shared by TOEX helped inform multi agency meetings to discuss and decide on ongoing safeguarding measures and will have influenced decision making by those present.

※ A research pack was created for the owning Force in support of a slavery and trafficking risk order for an individual believed to be involved in the trafficking and exploitation of a juvenile female. The conditions sought on this STRO will assist in preventing contact between the suspect and juveniles thus reducing the risk to them.
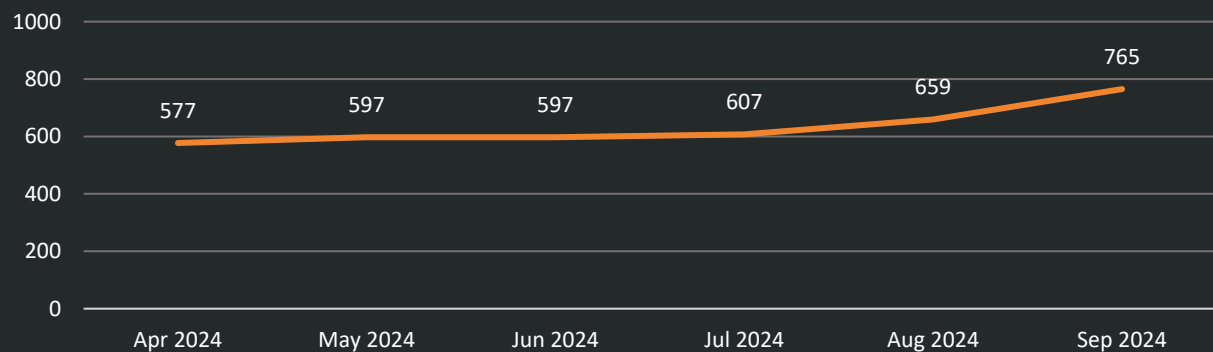
The number of individuals safeguarded as a result of TOEX work

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

Number of People Safeguarded (Cumulative)

Month	Value
Apr 2024	577
May 2024	597
Jun 2024	597
Jul 2024	607
Aug 2024	659
Sep 2024	765

TOEX have recorded 168 safeguarding referrals against 24 operations in 2024-25 Q2 bringing the total number of safeguarding referrals submitted since inception to 765 against 103 operations.

43 safeguarding disruptions have been recorded and moderated on APMIS in 2024-25 Q2, 11 relating to children, 17 to adults and 15 not confirmed.
A further 20 safeguarding disruptions, 18 relating to children and 2 to adults, have been recorded and are awaiting moderation.

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 Q2 Outcomes

Two proactively identified jobs were closed within the reporting period :

⚒ **EMSOU Op 102:** EMSOU TOEX provided initial OSINT research and guidance/ advice to the owning Force as the investigation progressed. The investigation was concluded by the Force in June 2024 (NFA), however in order to try and disrupt the network via other means, EMSOU TOEX have produced a report which contains all the relevant information and has been disseminated to HMRC with a view to HMRC utilising relevant powers for disruption.

⚒ **SWROCU Op 53:** Proactive intelligence development around car washes and Modern Slavery and Human Trafficking offences utilising Safe Car Wash App data.
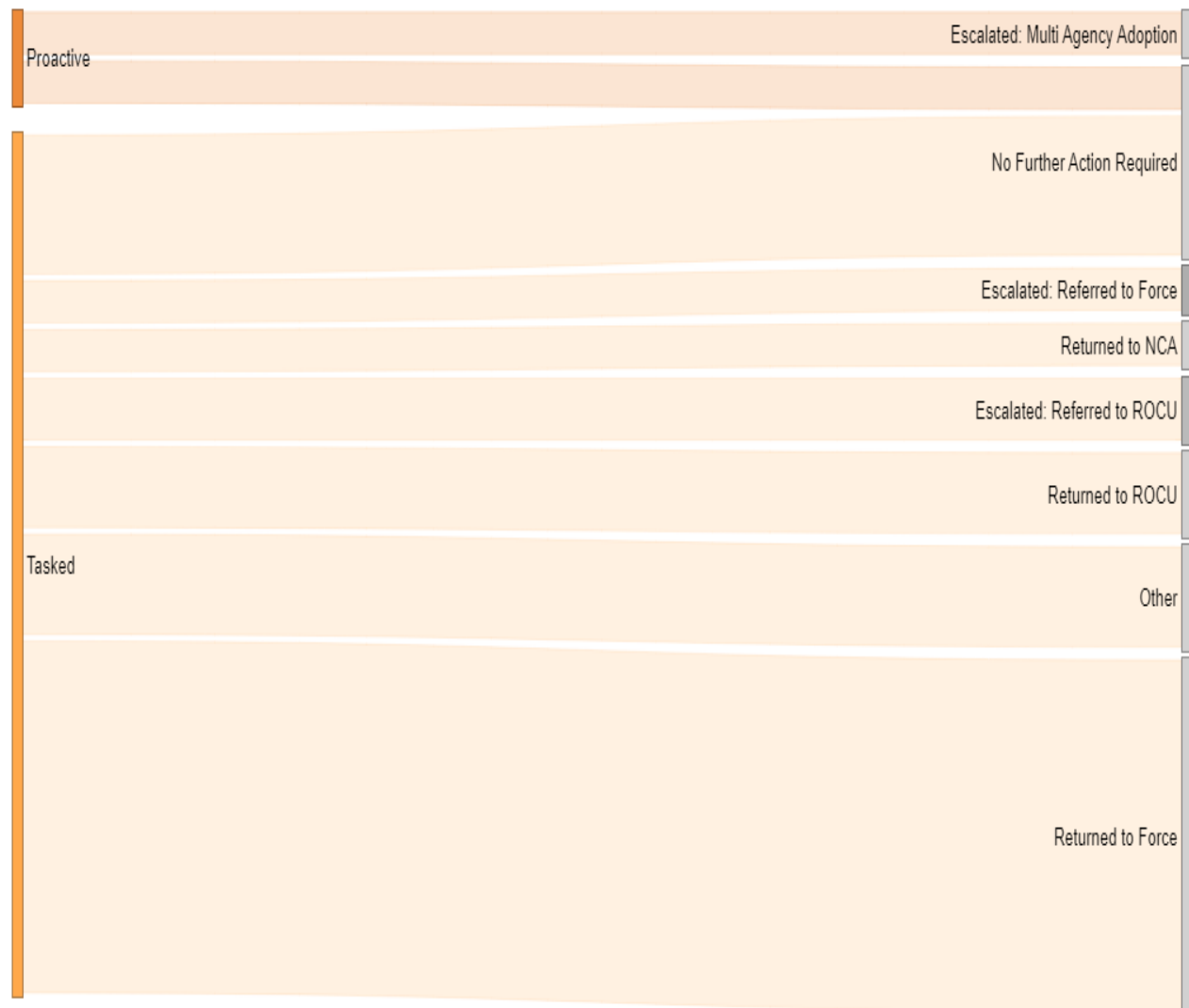
Proactive Job Overview

⚒ 50% of proactive jobs are full support compared to 30% of tasked jobs.

⚒ 19% of proactive jobs are escalated following TOEX development compared to 15% of tasked jobs.

⚒ There are currently 53 ongoing proactively identified jobs across the network.

⚒ Proactively identified jobs are open 25% longer on average than tasked jobs with proactive jobs open for 225 days on average compared to 117 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 (01/10/2024) for ongoing jobs.

Proactive — Escalated: Multi Agency Adoption

No Further Action Required

Escalated: Referred to Force

Returned to NCA

Escalated: Referred to ROCU

Returned to ROCU

Tasked — Other

Returned to Force

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.

- 7 (16.28%)
- 4 (9.3%)
- 1 (2.33%)
- 31 (72.09%)
- Strongly Agree
- Slightly Agree
- Not applicable
- Neither Agree…

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

- 43 (100%)
- Strongly Agree

The TOEX team delivered in line with the timescales agreed at the initial discussion and I was made aware of any delays
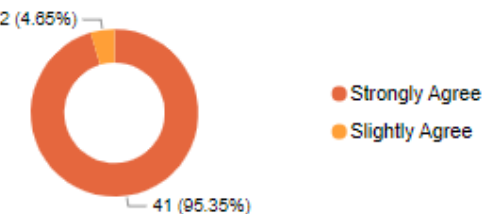
- 4 (9.3%)
- 39 (90.7%)
- Strongly Agree
- Slightly Agree

There was an initial terms of reference agreed by all parties and the TOEX team delivered against this initial terms of reference

- 3 (6.98%)
- 4 (9.3%)
- 4 (9.3%)
- 32 (74.42%)
- Strongly Agree
- Not applicable
- Slightly Agree
- Neither Agree…

I was contacted with updates when developments had been made and received helpful responses to any questions I had

- 2 (4.65%)
- 41 (95.35%)
- Strongly Agree
- Slightly Agree

I was contacted with updates when developments had been made and received helpful responses to any questions I had

- 2 (4.65%)
- 41 (95.35%)
- Strongly Agree
- Slightly 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.

31 respondents answered 'Strongly Agree', one answered 'Slightly Agree', seven answered 'Neither Agree nor Disagree' and four answered 'Not Applicable'

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

All 43 respondents answered 'Strongly 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.

41 respondents answered 'Strongly Agree' and two 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.

39 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.

32 respondents answered 'Strongly Agree', four answered 'Slightly Agree', three 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.

41 respondents answered 'Strongly Agree', one 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

"The detailed intelligence provided was excellent and really helped us establish the current activity levels of the various identified subjects of the investigation. The use of analytical tools and techniques brought together otherwise distinct strands of intelligence to help build a chronology of travel and digital activity which enabled the investigative team to determine appropriate disruptions in conjunction with other partner agencies."
- Met DC, **LONDON Op 6**

"The assistance that was provided was important as we did not have the ability within my team to complete the actions that was done on the scale that was needed. Without there support then this investigation would have still be on going meaning that dangerous child sex offenders were not being dealt with."
- Avon & Somerset DC, **SWROCU Op 51**

"As well as providing specific technical support around locating missing children, TOEX NT Op 22 focused on the collaboration of intelligence teams across multiple agencies. National TOEX led on pulling this intelligence together into a single intelligence product, making connections between OCGs, persons of interest and other connecting entities. This was crucial in identifying multiple avenues for mitigation across government. They also led with the management of the multi-agency response, which was a significant piece of work, but resulted in a number of outcomes and demonstrates the worth of National TOEX as a co-ordinating role in large scale complex exploitation investigations."
- Home Office Senior Intelligence Manager, **TOEX NT Op 22**

"TOEX in effect led and co-ordinated the response to finding the missing cohort and then maximised the intelligence gleaned from each individual when located or encountered. If TOEX had not been available, this would not have been done" – NCA Senior Manager, **TOEX NT Op 22**

"I was the SIO for a high risk missing child, he was a vulnerable teenager who had fled London due to being involved in county lines, we suspected he had joined a new county lines team Oldham and was at risk of being exploited. TOEX supported the investigation from the onset, taking ownership of telephone work. The missing is astute and aware of police tactic in particularly around phone security. TOEX worked tirelessly and identified the location of the missing and also a new drug line. As a result, officers attended at an address, arrested two suspects for abduction and rescued the missing from the same address. Officer also recovered drugs from the address. As a result of TOEX enquiries we have rescued a victim, arrested suspected and disrupted a drugs line."
- Greater Manchester DCI, **NWROCU High Risk MISPER**

"Without TOEX assistance we would never have uncovered the size, scale and scope of an OCG exploiting vulnerable women. Without this information any resolution or safeguarding we would have done without the scale and scope input would have been completely fruitless and simply pointless. The team were excellent from start to finish" - Thames Valley DI, **SEROCU Op 35**

"At the time when we approached TOEX for assistance we had exhausted all of our lines of enquiry with regard to usernames we were able to attribute to a victim and an address. At the time there was a real and ongoing threat that those children who had been subject to exploitation at the hands of the nominal were potentially being exploited by other offenders who recognised or were aware of their vulnerability. I found the TOEX team to have a real 'can do' attitude to assisting us with enquiries, and utilising the software they were able to not only identify victims but also offer several lines of enquiry, from which we were able to identify and safeguard a number of victims. Even where the process didn't offer further lines of enquiry with regard to victims, it did give me some certainty as the SIO that we had exhausted every line of enquiry, which of itself was invaluable. "
– South Wales Chief Inspector, **TARIAN Op 35**

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.

Case Study
SWROCU Op 50   **MOR-29576**

Operation commenced following the identification of a group of males potentially linked to the sexual and criminal exploitation of young people. There were a number of serious offences, including rape and sexual assault, that the group were believed to be involved in. TOEX were tasked with developing intelligence to establish who is in the group, understand the wider network and identify disruption options.

Value Added

✕ Progressed the investigation in a timely manner by identifying key individuals and relevant phone numbers for further development.

✕ Provided essential additional resource to the investigation, freeing up officer time to enable proactive work to take place. Without TOEX involvement, no further intelligence or development would have taken place and further intelligence streams would not have been generated.

"The TOEX team completed significant intelligence research that was far beyond the capabilities of my team. Through their work they were able to understand the investigation and concerns regarding possible links to an OCG.. In addition to this they identified potential other criminality in other force areas. From their work we were able to disband the operation in a timely manner with a constructive plan moving forward. Their work was completed expeditiously to a high standard with clear aims/ parameters. Their knowledge of the investigation as a team was impressive and added so much value to the Operation. Without their involvement the Operation would not have progressed as it did with the result that was achieved."
- Avon & Somerset DI

Case Study
NEROCU Op 33

Assistance in the development of a sexual exploitation investigation involving three nominals linked to two premises that are believed to be used as a brothel. TOEX support was requested to do an intelligence refresh on the subjects, including financial checks to provide a clear picture of those involved in placing adverts and to understand where the money goes to see if any signs of exploitation.

Value Added

✕ Identified when adverts linked to the investigation were live, who the subject of the adverts were and how they were linked to the subjects of the investigation.

✕ Established movements of the subjects through call data analysis and ANPR which identified key events matching the movements of the females who were providing sexual services.

✕ Two victims were identified and links to the subjects proved, highlighting the control they were under through their movements from one brothel to another. Safeguarding referrals were submitted and the victims located during the enforcement phase.

"The support provided by TOEX greatly assisted in setting the terms of reference for the investigation, understanding the scope of the criminality, & informing the investigative resources required. The research, and intelligence development conducted by TOEX, would not have been possible with the resources available within force. This would have resulted in disruption activity being the only tactical option, but with TOEX support we were able to conduct a focussed investigation, supported by other ROCU capabilities, which has led to two females being safeguarded." – Durham DCI

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 organized crime.
⚹ Leading the analytical sprint for Op Aidant 38, identifying crossovers between investigations into Romanian organized crime.
⚹ Exploring the unmet demand in relation to Chinese sexual exploitation and the complexities of their organized 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, and looking to do this nationally.

SOC Master List Operations (MoRiLE)

Since inception, TOEX have provided support on 198 operations on the SOC Master List to date, including 14 new operations in 2024-25 Q2.

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.

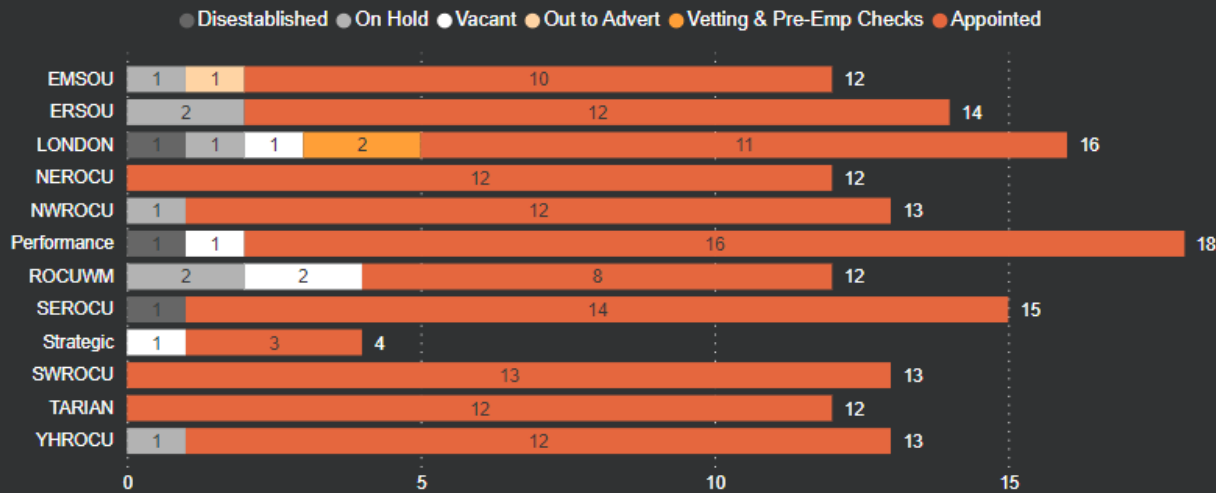| **Child Sexual Abuse**	**Modern Slavery and Human Trafficking**	**Organised Immigration Crime**
There were 147 MoRiLE assessments across 117 operations with CSA as a threat type in 2024-25 Q2.	There were 566 MoRiLE assessments across 458 operations with MSHT as a threat type in 2024-25 Q2.	There were 87 MoRiLE assessments across 79 operations with OIC as a threat type in 2024-25 Q2.
13 of these operations entered the Top 10 Highest Risk operations and 2 of these were supported by TOEX during this time.	17 of these operations entered the Top 10 Highest Risk operations and 4 of these were supported by TOEX during this time.	18 of these operations entered the Top 10 Highest Risk operations and 2 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.

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	Values
EMSOU	1, 1, 10, 12
ERSOU	2, 12, 14
LONDON	1, 1, 1, 2, 11, 16
NEROCU	12, 12
NWROCU	1, 12, 13
Performance	1, 1, 16, 18
ROCUWM	2, 2, 8, 12
SEROCU	1, 14, 15
Strategic	1, 3, 4
SWROCU	13, 13
TARIAN	12, 12
YHROCU	1, 12, 13

HR Onboarding Update

✖ 7 new members of staff have started

✖ 6 members of staff have left
  - 2 have left for alternative employment with the NCA
  - 2 have left for alternative employment within policing
  - 2 have left for external alternative employment

89% (n. 134) of positions are currently filled, two are in progress (shortlisting and interview, vetting and pre-emp checks and start date agreed) (1%), six positions are vacant or out to advert (4%) and eight are on hold (5%)

The average length of service across the programme is 616 days or just over one year and eight months.
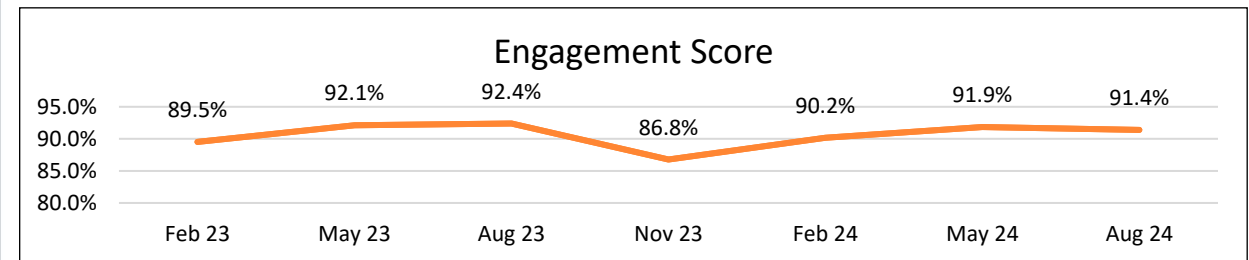
TOEX Citizen Survey Results

The survey was completed by 86 members of staff in total, a steady increase on previous months and the highest number of responses since the survey was started in February 2023. This accounts for 65% of staff currently in post.

Question	Yes	Not Sure	No
I understand the aims and objectives of the TOEX programme	97.7%	2.3%	0.0%
I know how the work I do helps our programme achieve its aims and objectives	96.5%	2.3%	1.2%
I can access the training and development I need to do my job	90.7%	8.1%	1.2%
I know how well our programme is performing	83.7%	12.8%	3.5%
The aims and objectives of our programme make me feel good about my work	95.3%	2.3%	2.3%
I can access the systems I need to do my work properly	76.7%	7.0%	16.3%
At TOEX we always look for ways to improve	93.0%	7.0%	0.0%
I am empowered to share my opinion on decisions that affect my work	88.4%	7.0%	4.7%
I feel valued and recognised for the work I do	84.9%	8.1%	7.0%
My career aspirations at TOEX are being met	74.4%	12.8%	12.8%
The national leadership team provide a clear vision of the overall direction of TOEX	91.9%	5.8%	2.3%
Senior Leaders in my team, demonstrate effective decision making	76.7%	15.1%	8.1%
I am proud to work for the TOEX Programme	95.3%	2.3%	2.3%
I actively promote TOEX as a good place to work	93.0%	5.8%	1.2%

The engagement score in August 24 was 91.5%, a slight decrease of 0.5% on May 2024's 90.2%. The score is calculated by looking at the average percentage of 'Yes' answers to the questions above:

Engagement Score

Feb 23	May 23	Aug 23	Nov 23	Feb 24	May 24	Aug 24
89.5%	92.1%	92.4%	86.8%	90.2%	91.9%	91.4%

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.

"I can't praise the programme enough, in 14 years of being a police officer it's the most interesting and most rewarding job I've done. I really hope it doesn't come to an end as i will happily stay here until retirement! From the top (Kate Thacker/ Geoff Hurst) to the other TOEX hubs everyone is just amazing and everyone WANTS to be in TOEX, it's a passion, not just a job for us"

"I have thoroughly enjoyed the work, loved being part of TOEX and I am insanely proud that my work contributes to helping vulnerable people. […]
I love this work and I hope that in my next job I will be able to work with TOEX again."

"I have found my initial 3 works working as part of TOEX at NEROCU so rewarding. I am new to the role of IDO and i hope that my skills and experience will assist me in this role. I hope to learn a lot more from my peers and colleagues, who from what I have seen so far have a wealth of experience to draw on. I am excited for this opportunity."

"TOEX is the best place I have ever worked. I think the leadership team are extremely driven and knowledgeable and it makes me proud to work for TOEX."

"Everyone is really happy to help and share knowledge. You are not made to feel bad when mistakes are made as they are seen as a way of learning and moving forward."

"I think TOEX is navigating and demonstrating the future of policing."

"I describe the culture as 'educational' because since joining TOEX, I've had so many opportunities to attend training and various webinars. There is so much encouragement to learn and grow as an individual and also as a member of the TOEX team."

"TOEX is always looking forward and wants to improve. Whilst improvements are talked about TOEX actually looks to embed good working practices at every opportunity."

"Everyone works as a team collective, from each regional hub to the wider network. There does not appear to be silo working or teams working against one another. This results in a Team that is happy and productive."

"TOEX is a forward thinking programme within law enforcement, using innovative and new ways of working not encountered in other areas of policing. We constantly strive to make improvements and new ways of working to save time and effectively manage the resources we have available."

"I've been with the programme for almost three years after joining at the end of the pilot year and I am still so pleased that I made the decision to leave my permanent role for what was, at the time, only a four month contract. I feel so well supported both in terms of my professional development and general wellbeing and I am grateful for the opportunities I have been given. I am in the fortunate position of having come into contact with many people in different roles across the regions and I continue to be impressed by the enthusiasm and work ethic seen across the board."

"i love working for TOEX and think its a great role. I really appreciate and respect the work life balance we have been given and think this enables me to do effective work, as someone who can focus much better in their own office at home rather than a busy open plan one. I think the national team are really approachable and do great work reaching out to the teams. I'd love to progress within TOEX now, having been here 3 years, and hope some opportunities arise to do so soon."

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 **tenth edition of the e-mag being published**, which focuses on how the capabilities environment has been rolled-out to more than 800 officers across four forces and as well as highlights further case studies. We've also developed further communications products to raise awareness with operational investigators and senior leaders, with more detail on this slide."

Digital Media Engagement

✖ The TOEX X (Twitter) account has a total of 719 followers, up from 690 at the end of 2024-25 Q1. Other analytics for this platform have been disabled.

✖ Linked in page views: July: 227, August: 165, September: 232

The average number of page views for 2024-25 Q1 is 208, a decrease on 2024-25 Q1's 229.

✖ Over 900 website users in 2024-25 Q2, including over 800 new users, an increase of over 100 on 2024-25 Q1.

✖ The most viewed page was the Home Page followed by, 'Latest News' and 'Our Vacancies'.

✖ The length of engaged session per active user was 1m 41s in 2024-24 Q2, 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/tenth-edition-of-e-magazine-published/

Updated Infographics and Vlogs

This quarter we published our updated infographics, which detail significant progress and key highlights of the TOEX Programme in response to tackling serious exploitative crime.

The documents focus on the operational outcomes and technical enablers, highlighting activity undertaken since the inception of the programme and the additional capacity and capability the TOEX approach has provided policing across the vulnerability landscape.

In addition, and to ensure we keep our content relevant and engaging to those investigating complex cases, we have developed three vlogs with members of the TOEX national team. The vlogs are no longer than 90 seconds and provide officers and staff with key information on how they can access TOEX support.

You can watch the vlogs on our YouTube channel.

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

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 **744** registered users across the TOEX network and five County police forces (Norfolk, Suffolk, Surrey, Sussex and West Mercia) 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, **273,618,494** characters have been translated at a transactional cost of **£2,253.40** via the CE, which, when added to the previously hosted version accessed by the DIA network results in **607,238,526** characters translated at a total cost of **£4,959.54** over the last 18 months.

This is a hypothetical saving to policing of **£10,115,682.56** *(calculation available upon request)*.

※ **TOEX Transcribe**. Since deployment on 11th July 2024, the CE Transcription tool has transcribed **424** media submissions at an average submission length of **32** minutes per submission. This equates to over **225** hours' worth of media transcribed at a total cost of **£267.23** against an estimated manual transcription cost of **£21,420**.

This is a cash saving of **£21,152.77** over ten weeks alongside TBC time savings *(calculation available upon request)*

※ **TOEX Companies House** intelligence tool is scheduled for deployment at the end of September 2024 with **TOEX Wing It**, **TOEX Google Maps** and **TOEX DART** to follow.

Tracking new capability deployments through APMIS disruption recording

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

Moderated Disruptions Since Inception

Translation Tool	Transcription Tool	Facebook Friends Tool	Companies House Tool	DART Tool
30	1	8	10	4

Moderated Disruptions in 2024-25 Q2

Translation Tool	Transcription Tool	Facebook Friends Tool	Companies House Tool	DART Tool
4	0	1	1	6

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.

✖ Companies House Tool

A web app which allows an iterative search across the Companies House data set. This is within its last development sprint before final TDA and deployment on week commencing 30th September 2024.

✖ TOEX Wing It

A web app which allows users to search across incoming and outgoing flight data at UK airports.
Initial development work starting on week commencing 23rd September with delivery aspiration of 31st October 2024

✖ Google Maps Tool

A web app which allows the capture of open source geographic and review data for businesses registered on Google Maps – Deployment into the TOEX Capabilities Environment 30th November 2024
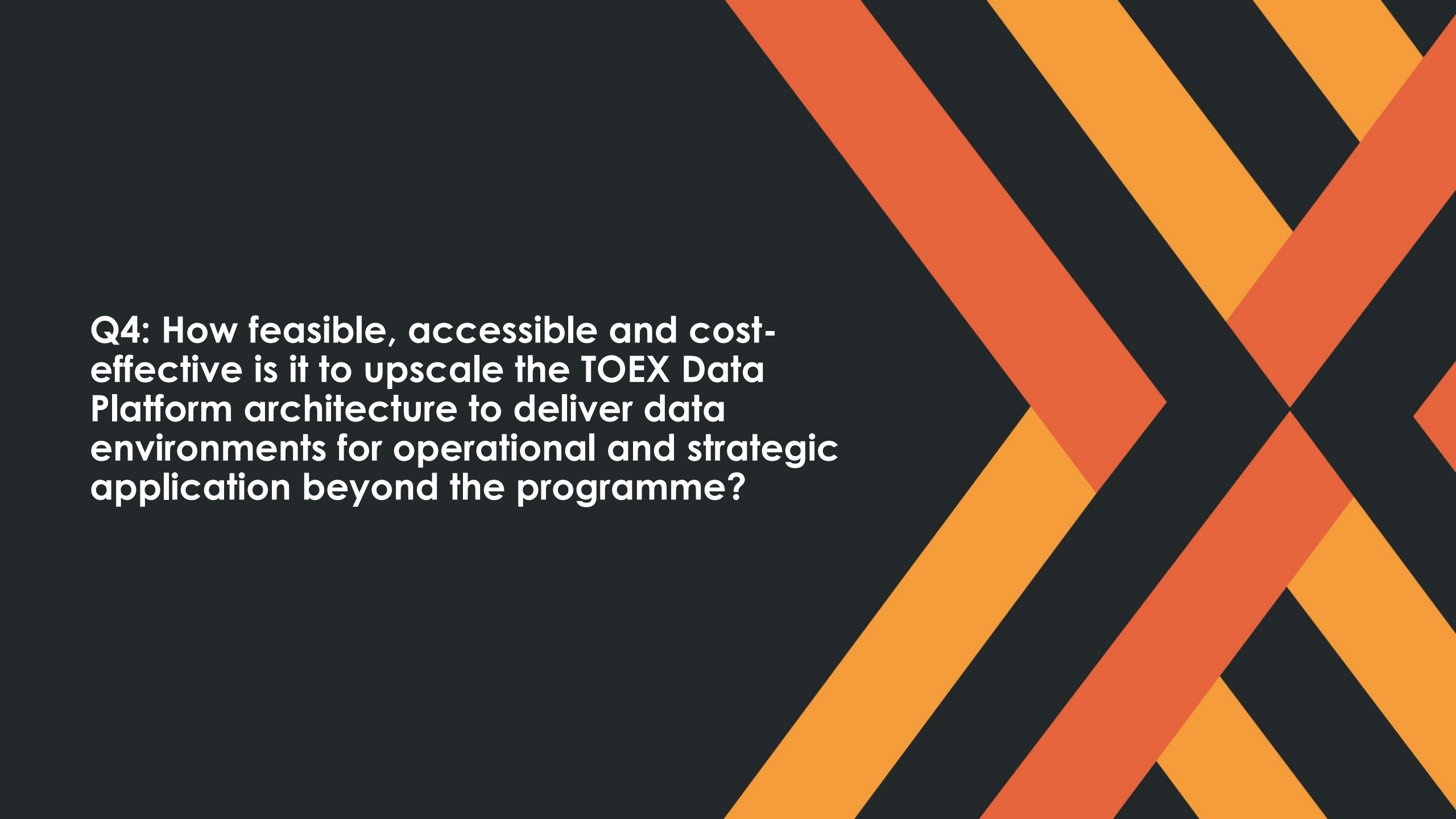
✖ DART

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
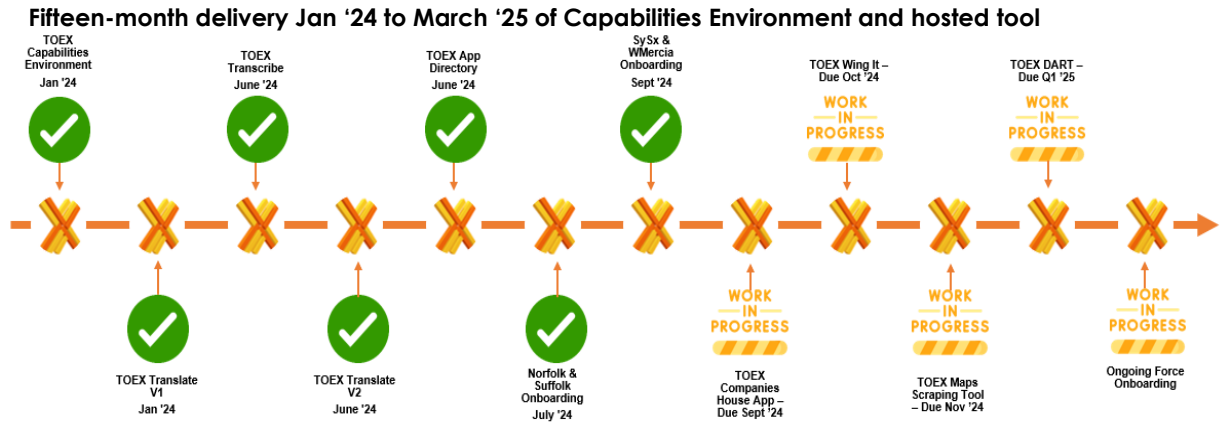
Financial Year April 2025 to March 2026 - TOEX CE Delivery Roadmap
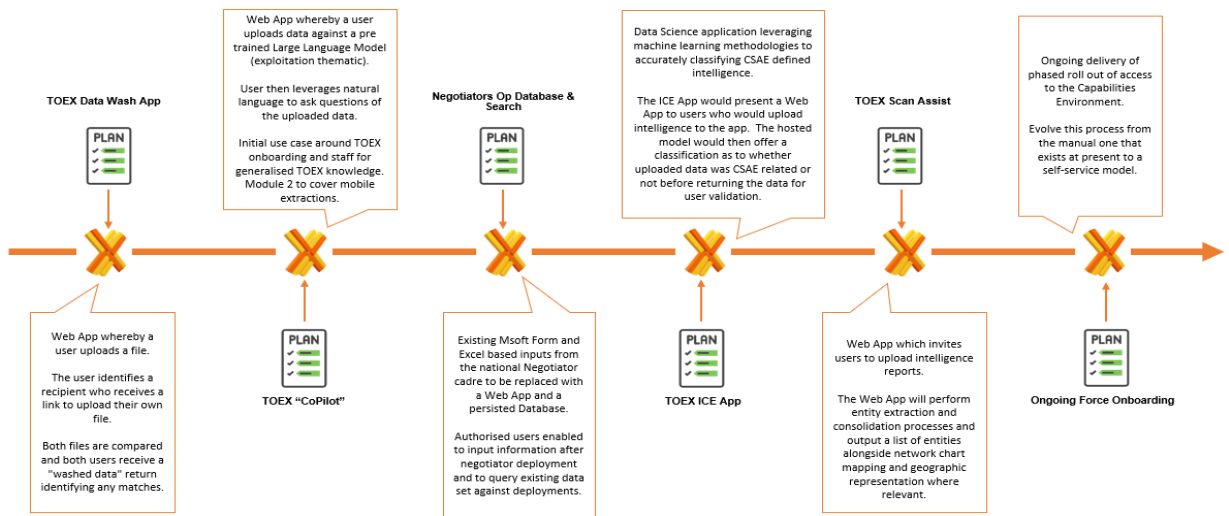
Q4: How feasible, accessible and cost-effective is it to upscale the TOEX Data Platform architecture to deliver data environments for operational and strategic application beyond the programme?

- 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 houses a scalable 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. This solution draws from Athena records but would be suitable for configuration updates so that it is 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 external policing review (Accelerated Capability Environment, Home Office, February 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.

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 10thApril, outlining proposals to generate effective funding, governance and tasking lines for TOEX into national tech delivery.