

TACKLING ORGANISED
EXPLOITATION
PROGRAMME

Tackling Organised Exploitation (TOEX)

Programme: Recruitment Brochure

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Foreword by NPCC lead for Violence and Public Protection, Chief Constable Simon Bailey



Policing works hard to protect the vulnerable from organised exploitation, and with many notable successes. However, organised criminality will

move across borders and between crime types in order to profit from those they exploit.

Many local policing operations to target organised exploitation are hugely successful – offenders are brought to justice and victims are safeguarded. However, the local operation may not have the intelligence or reach to focus on the controlling minds sitting behind the local criminality. This means that the upstream criminality may simply move their exploitation and focus elsewhere, targeting new victims, and committing more criminal offences.

The Tackling Organised Exploitation (TOEX) vision, recognises this, and transcends borders and crime type, creating the opportunity for policing to deliver a holistic, enriched outcome, which is threat neutral and

disrupts criminality along the length and breadth of criminal networks. It brings the pieces of the jigsaw together to create a richer picture, which will better inform decision making at local, regional, and national level. The exploitation landscape today is complex, and needs a sophisticated solution - TOEX delivers a significant part of that solution.

The funding allocation for TOEX is significant. It demonstrates high-level commitment and endorsement to a visionary programme, which will work to enhance current outcomes through a holistic, threat neutral, approach. It provides for policing to move from a short-term reactive response to emerging crisis, to a position of longer term planning and investment.

People and skills are crucial in enabling TOEX to realise its vision and mission. These vacancies represent a unique opportunity to join a cutting-edge programme, which will deliver a first of its kind, in the form of a threat neutral intelligence and performance framework that stretches across all types of organised exploitation.

A handwritten signature in black ink, appearing to read 'Simon Bailey', with a stylized flourish at the end.

Overview of Tackling Organised Exploitation (TOEX) Programme

TOEX Vision

Enabling a whole systems approach to improving the response to the 'exploitation of the vulnerable' defined in the NCA National Strategic Assessment

TOEX Mission

The Tackling Organised Exploitation (TOEX) response will support UK Law Enforcement and Intelligence community by providing an enhanced intelligence picture of organised exploitation.

This will drive activity, tasking, investigations and prosecutions in order to:

- *prepare for and mitigate the impact of organised exploitation;*
- *protect vulnerable people and the wider community from harm and ongoing organised exploitation;*
- *prevent individuals from offending and reduce recidivism within organised exploitation; and*
- *pursue and disrupt those who would exploit the vulnerable.*

Criminality involved in the organised exploitation of the vulnerable continues to evolve, and in some cases, thrive. Significant work is already being undertaken by UK law enforcement to tackle organised exploitation such as county lines, human trafficking, modern slavery, child sexual exploitation, and child sexual abuse; however, this landscape is complex, and requires a sophisticated solution.

The TOEX Programme, a national project between the NPCC and NCA, aims to enhance the local, regional and national response to organised exploitation, as part of a whole

systems approach. The programme will deliver this by improving regional intelligence, to inform operational tasking, coordination and capability development; and prioritising limited resources on the highest-harm threats.

This will enable more coherent and joined-up law enforcement activity with an evidence-based approach to activity across the 4Ps – protect, pursue, prevent, and prepare.

The Home Office provided funding for this financial year, as part of the £30m uplift to tackle child sexual abuse, to develop the TOEX model. This has informed the specification of a new model, based around regional 'exploitation hubs', which will be operationalised in three pilot regions from April 2021 – the Eastern Region Special Operations Unit ([ERSOU](#)), the East Midlands Special Operations Unit (EMSOU) and the Regional Organised Crime Unit for the West Midlands Region ([ROCUWM](#)).

The TOEX programme does not seek to achieve these outcomes through expensive and disruptive change and remodelling. Instead, it will harness existing resources and structures, which will be channelled through an operating model, which provides for collaborative and more efficient and effective working.

TOEX is NOT an information technology programme. Instead, it will utilise readily available, up-to-date IT software and project team expertise to deliver the technological support required by the program, built upon existing and available IT infrastructure.

The programme, working in collaboration with the NCA's National Data Exploitation Capability (NDEC) and the NCA's National Assessment Capability (NAC), will improve the way that intelligence around vulnerabilities is shared from local to

regional to national, which is a challenge for all serious and organised crime (SOC) vulnerability threats.

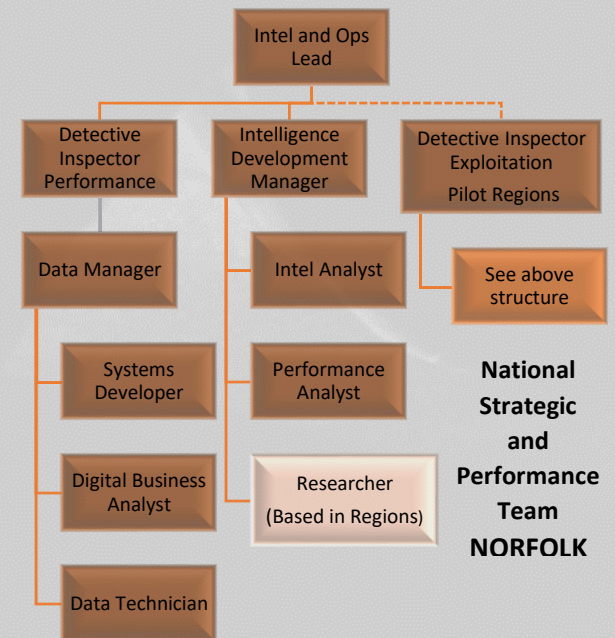
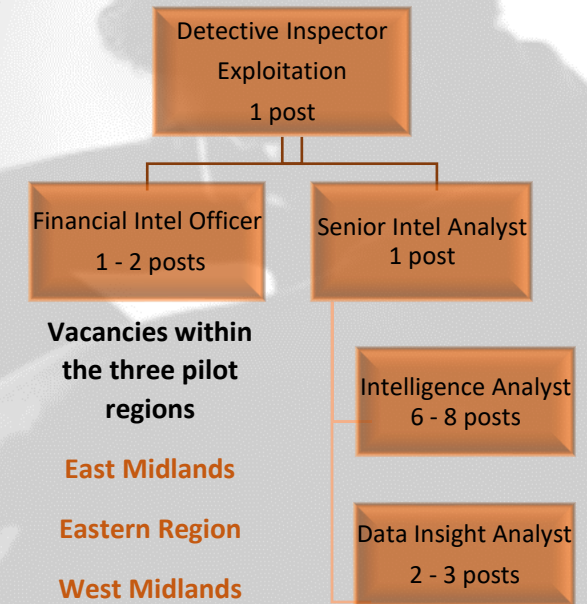
This collaborative insight will underpin assessments of exploitation threats, help target activity against high-end criminals exploiting the most vulnerable in our society, and at an earlier stage spot patterns and identify new opportunities criminals are seeking to exploit.

The TOEX pilot will enable delivery of a 'proof of value' in FY 2021/22, in these three ROCUs, consisting of sixteen force areas. It will enable TOEX to embed skilled staff under a national resourcing model, and design, test and refine IT infrastructure and programme software in those regions, prior to full national implementation in 2022/23 (subject to further funding).

What difference will the TOEX response make?

- Mature response to organised exploitation - prepare, prevent, protect, pursue;
- Prioritised intelligence and analytical products, focussed on the highest-harm;
- Dedicated, skilled resources to target 'upstream' activity and disrupt offending;
- Opportunities for earlier identification and protection of victims of exploitation - safeguarding referrals, third sector support and development of intelligence in support of exploitation prosecutions;
- Reduce recidivism through effective partnership working, including HMPPS;
- Evidence-based approach to intelligence and tasking; generating a complete threat picture and supporting timely decision-making;
- Effective and timely information sharing across UK law enforcement and non-governmental organisations, supporting local safeguarding, enriched threat assessments and tactical activity;
- Ability to flex TOEX response to new or emerging threats;
- Cost-effective and achievable IT enablers, harness existing IT infrastructure and developing innovative analytical models based on off-the-shelf software;
- Aligned, sustainable funding to tackle organised exploitation, via a threat-neutral lens;
- Evidence-based practice and continuous improvement, supported by the Vulnerability, Knowledge and Practice Programme.

TOEX Resourcing Model: Intelligence and Operations



The TOEX programme will consist of a number of teams, both nationally and regionally, to ensure consistency of delivery and the coordination of strategy and performance - including activity, process, capabilities, outputs and continuous improvement.

National Strategic Team – led by a Detective Chief Superintendent (Intelligence and Operations lead), the strategic team will continue to develop, test and evaluate the TOEX response during the pilot, with a view to continuous improvement and national implementation thereafter. This will involve honing the operational response, tasked products, technical innovations and future opportunities for expansion. Dedicated roles for a Communications Officer and a Human Resources Capability & Development Manager will ensure consistent communications and effective recruitment and delivery of the TOEX response across the 16 pilot forces.

Within the National Strategic Team, a Detective Inspector (Strategy & Performance) will oversee work streams led by the Data Manager (TOEX Data Strategy; engagement with national data exploitation and IT programmes; data acquisition, modelling, innovation opportunities, infrastructure;

and information sharing) and those led by the Intelligence Development Manager (IDM).

The Data Manager will be supported by a Systems Developer (responsible for the design, build, testing and implementation of RAPTOR - Regional Analytical Performance and Threat Operational Response), a Digital Business Analyst (who will elicit, analyse, specify and validate the business needs of the programme and its key stakeholders, in order to represent the technological solutions required to deliver against these needs) and a number of Data Technicians to assist in delivering tasks under each work stream.

National Operational & Performance Team – led by the IDM, the performance team will be responsible for the development and delivery of strategic and performance products, using TOEX's innovative RAPTOR system, according to the need of the programme's objectives and key stakeholders. The national Intelligence Analysts will develop operational use cases as a means to test, learn from and refine the TOEX response, whilst the Performance Analyst will create and adapt the strategic and performance assessments.

Crucially, the Intelligence Development Manager will also provide oversight and direction to the regional Senior Intelligence Officers as a means to ensure consistency of operational approach, process, outputs and capabilities across the pilot regions.

Regional TOEX teams – with the consistency of strategy and delivery described above, the ROCU-based teams will be line-managed and tasked by the ROCUs.

The TOEX Detective Inspector will report into existing the ROCU senior leadership team, have responsibility for overall delivery, fulfil Senior Investigating Officer functions when required and take part in regional SGGs. The Senior Intelligence Analyst will have responsibility for the 'gateway' into TOEX (aligned with ROCU gateway processes), including decision-making authority for the triage of referrals into the team and line management of the analysts. Data Insights Analysts will progress taskings from the Seniors and the

national Data Manager - to acquire, model and enrich data and information sources - informing intelligence packages built by the Intelligence Analysts. These will include Financial Investigator reports, where relevant.

ROCU interdependencies – There are a number of capabilities that TOEX will seek to access and be mutually tasked in return, when required. This collaboration of skills within the SIU and wider ROCU network will enable the progression of caseload, without the need to build all skills and capabilities into the TOEX response.

Non-pilot areas will not have a TOEX response; however, the IDM will have line management and tasking responsibility for an Intelligence Researcher placed in each region. This will give TOEX a footprint in every region; with access to contacts, intelligence and experience, plus the researchers will provide tasking resilience for the national TOEX team.

TOEX Vacancies

The following roles will be based within one of the Regional Organised Crime Units (ROCU). These units form a critical part of the national policing network; provide a range of specialist policing capabilities to forces, which help them to tackle serious and organised crime effectively. These capabilities include undercover policing, specialist surveillance, and cyber-crime investigation.

Offering a 12-month fixed term, the TOEX vacancies represent a unique opportunity to join a cutting-edge programme, which will deliver a first of its kind, in the form of a threat neutral intelligence and performance framework that stretches across all types of organised exploitation. Each successful candidate will have a personal development plan, which will build on their current knowledge and skills – and provide a clear learning pathway to realise their full potential.

Coming on-board during our pilot year means that you will be part of a team supporting brand new ways of working – be integral to ground breaking collaborations - and contribute to the disruption of organised networks built upon exploitation.

TOEX Detective Inspector

The TOEX Detective Inspector will lead and direct the implementation of the TOEX operating model within the ROCU during the pilot year of the project. We are seeking an experienced SIO who will lead the regional team as we establish the new ways of working, which is essential to the success of this ambitious programme. The key to this role will be the ability to apply professional expertise and judgement to ensure that safeguarding risks to vulnerable people are identified and escalated appropriately.

TOEX Finance Intelligence Officer

The TOEX Finance Intelligence Officer will support the operating model using financial investigation skills, techniques and legislation to create preliminary financial intelligence reports and recommendations, outlining tactical measures for consideration by a force Financial Investigator.

TOEX Senior Intelligence Analyst

The TOEX Senior Intelligence Analyst will supervise a team of Intelligence Analysts and Data Insights Analysts; applying analytical techniques to interpret information for intelligence purposes, quality assuring and developing analytical products to support decision making. This role will act as the gateway into the TOEX, a single point of contact across the region utilising a triage process to accept or decline tasking requests, managing the expectations of both internal and external clients.

TOEX Intelligence Analyst

After developing the terms of reference with the client, the TOEX Intelligence Analyst will work with the Data Insights Analyst to utilise new and existing analytical and research to develop operational products and briefings, inferences as well as testing hypotheses and making recommendations.

TOEX Intelligence Researcher

The TOEX Intelligence Researcher will undertake qualitative and quantitative research to produce intelligence and/or inform analytical products. During the pilot year, this will be a singular resource within the ROCU, which will be line-managed remotely by the central team. This is an interesting opening for candidates who consider themselves as self-starters with an enthusiasm for research, which they would like to develop further into the disciplines of intelligence or data analysis.

TOEX Data Insights Analyst

The TOEX Data Insights Analyst will support the development of data-led products and techniques, automated where possible, within TOEX, working with Intelligence Analysts to build enriched intelligence products to support operational decision-making.

Further information

If you would like to know more information about the ROCU based roles, please take a look at our [webpage](#).

Alternatively, please contact the TOEX HR lead, Rona Murray, via TOEX@norfolk.pnn.police.uk

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