Tactically Assessing the Environment Agency

ICIA Conference Manchester 26/02/2016

Matt Hind
Senior Crime Analyst
Contents

Background to the Environment Agency

The need for a Tactical Assessment

Scoping the Tactical Assessment

The product & lessons learnt

Next steps
The Environment Agency

We work to create better places for people and wildlife, and support sustainable development
The Environment Agency

The agency have responsibility for

- regulating major industry and waste
- treatment of contaminated land
- water quality and resources
- fisheries
- inland river, estuary and harbour navigations
- conservation and ecology

We are also responsible for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea
Our areas

North and East
1 Northumberland Durham and Tees
2 Cumbria and Lancashire
3 Yorkshire
4 Derbyshire Nottinghamshire and Leicestershire
5 Lincolnshire and Northamptonshire

West
6 Greater Manchester Merseyside and Cheshire
7 Staffordshire Warwickshire and West Midlands
8 Shropshire Herefordshire Worcestershire and Gloucestershire
9 Wessex
10 Devon and Cornwall

South East
11 Cambridgeshire and Bedfordshire
12 Essex Norfolk and Suffolk
13 Hertfordshire and North London
14 West Thames
15 Solent and South Downs
16 Kent and South London
The Environment Agency

Austerity measures in 2015 saw a major workforce restructure for the entire agency

The intelligence function changed from locally based teams to a central function

The Intelligence Team now provides a support function to the 16 distinct Areas

Waste Crime Enforcement is currently the main focus of the intelligence function
Waste Crime Enforcement

As well as regulating the waste industry, the agency also conduct enforcement activity against breaches of regulations and offenders

Intelligence focuses on

- Illegal waste sites
- Illegal exports of waste
- Mis-description of waste
The need for a tactical assessment

Before the restructure, the TA was driven at both a national and local level through ‘Crime Groups’

This approach delivered detailed information to decision makers

Since the restructure there has not been a TA, although local tasking occurs within Area enforcement teams
The need for a tactical assessment

There is a clear need to draw tactical priorities together under one product

The TA needs to speak to all 16 Areas as well as national teams

The TA needs to deal in threat, risk and harm and;

Co-ordinate Enforcement action against priorities
Scoping the tactical assessment

A workshop took place in November 2015 with representatives from all 16 Areas

Different levels of seniority attended including Managers and Enforcement Officers

We used Continuous Improvement techniques to determine what should be included in the document
Scoping the tactical assessment

Delegates worked through what a Tactical Assessment should be for the agency

We asked what was;

- Expected
- Needed
- Desired

Used Kano’s model of product development and customer satisfaction
Scoping the tactical assessment

Kano Model
Scoping the tactical assessment

Top three themes/areas identified;

• OCGs & Hot Nominals

• Waste Streams

• Patterns & Trends

Smaller groups then developed an action plan for each theme/area
## Scoping the tactical assessment

<table>
<thead>
<tr>
<th>Section</th>
<th>Proposed Content</th>
<th>Based on</th>
<th>Data Sources</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCGs &amp; Hot Nominals</td>
<td>Current intelligence summary of each group/nominal</td>
<td>Who they are/associates Where are they operating? What are they doing? Companies (change directors/structure, new, status) How they do business (e.g. Operators License, planning permission)? New permits/exemptions ANPR review on hotlist of vehicles</td>
<td>Memex OCG Submission by EA Non EA OCGs identified by other agencies Companies House/MINT Easipermit weekly list EDRM/NCAD GAIN Network IWS list SENFO area investigations list</td>
<td>Recommendations; Disruption tactics New OCGs to create/map New Hot Nominals Removal of Hot Nominals</td>
</tr>
<tr>
<td>Waste Streams</td>
<td>Focussed on current priority WS; Inferences Intelligence gaps Intelligence requirements Hotspot mapping Networking &amp; graphics Information &amp; signposting (useful articles, documents, info sources inc learning from WEP projects)</td>
<td>Strategic Assessment WSAT &amp; Intelligence scanning WSAT reports &amp; bulletins Seasonality</td>
<td>Strategic Assessment WSAT reports &amp; bulletins NIRS Memex VOSA Easipermit CMS WEP</td>
<td>Recommendations; Bespoke for Areas affected Specific sites/operators for visits Generic recommendations for all Intelligence Requirements; Specific IR for Areas affected Generic IR for all</td>
</tr>
<tr>
<td>Patterns &amp; Trends</td>
<td>Site closures - cross border trends (e.g. effecting other Areas) Spikes in NIRS reports Changes in IWS profile Business relationships such as waste brokers/dealer focus Key dates for planning</td>
<td>Strategic Assessment WSAT &amp; Intelligence scanning WSAT reports &amp; bulletins Seasonality Prosecutions (cross border) NIRS statistics WEP learning re IWS Changes in legislation Sector plans</td>
<td>Strategic Assessment WSAT reports &amp; bulletins NIRS Legal dept Flycapture/Waste Data Flow database Boxi NIRS reporting WEP IWS project Exemptions Sector plans</td>
<td>Recommendations; Proactive response to seasonal issues Further intelligence development and links to Memex Intelligence Requirements; Stockpiling of waste Regarding specific operators</td>
</tr>
</tbody>
</table>
The product & lessons learnt

Tactical Assessment – Feb 2016

Version 1 24/02/2016

Intelligence Requirement

NES Which of the non-EA OCGs are currently causing a tangible threat to the environment?

Recommendations

NES/ Area Undertake full review of each current EA OCG with each respective owner to provide an update on the investigation

NES/ Area Formulate specific action plans for each EA OCG including a refreshed intelligence picture and range of tactical options (prevention, disruption, intelligence, enforcement) to tackle the group

NES Review of serious/significant investigations list in Areas where there is an apparent lack of OCG recording

NES Review of the OCG nominations list alongside the current Hot Nominalis list to see if any fit the criteria for OCGM

NES Produce a cohort from the EA thematic OCG report for further intelligence research/intelligence exchange and liaison with Area

Site

Active WEEE/ Metal IWS
The product & lessons learnt

There has to be a certain amount of ‘scene setting’

The TA cannot be all things for everybody

Intelligence Requirements and Recommendations need to be both
• Specific to Areas
• Generic for all

Curating information from local to national is a difficult editorial task
Next steps

A modular approach – an evolving document bringing in other aspects of the business

A more defined tasking and co-ordination process

Combining with risk assessment (MoRiLE)
Any Questions?