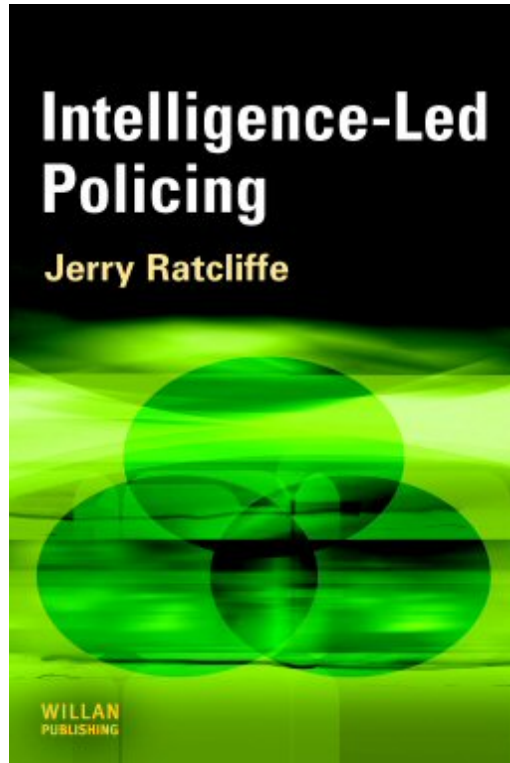


# Supplemental material for Intelligence-Led Policing



**Jerry H. Ratcliffe**  
**Willan Publishing, 2008**

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# About the supplemental material

The additional materials found in this document are here as an further resource to the book 'Intelligence-Led Policing' written by Jerry Ratcliffe and published by Willan Publishing in 2008.

**The reader is asked NOT TO CITE any of the text found in this guide,** but instead is referred to the relevant section of the book. The chapter sub-headings and sections are included in this guide to help you locate the appropriate section.

Further readings are not necessarily in addition to the reference list found in the book. Many readings here can be found cited or even quoted from in the book.

The author makes no guarantee that the links found in this book will be current when you check them, or that they will remain suitable for the purpose intended. The author and Willan Publishing cannot be held responsible for the content of sites suggested as they can often change from day to day.

This document is spell-checked in British English, as is the book. However the PowerPoint slides are spell-checked in US English, so there may be some slight differences.

March 7<sup>th</sup>, 2008

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# Chapter 1 - Introduction

## ❖ Section headings with brief notes

### 1. Reimagining policing

- *Community policing was first attempt to take police back to the mythical age of street cops chatting to shopkeepers and clipping kids around the ear, in an attempt to restore police legitimacy*
- *Problem-oriented policing emerged as a solution to repetitive crime problems, though the emergence has been slow and piecemeal*
- *Compstat reiterated ideas of accountability for mid-level commanders and built on the importance of geography in local policing*
- *Now we have intelligence-led policing. Intelligence-led policing holds out the promise of a more objective basis for deciding priorities and resource allocation, and many in policing are beginning to see the benefits of using an analysis-driven approach to decision-making.*
- *Intelligence-led policing has emerged to be a significant force in modern policing, and has done so at a time when crime threats have become less parochial.*

### 2. What is intelligence-led policing?

- *First emerged with Kent Police under leadership of Sir David Phillips.*
  - *Started as an operational tactic and information-based strategy focused heavily on active and prolific offenders.*
  - *Began to be seen as a business model, and from this grew the National Intelligence Model.*
- a. What makes intelligence-led policing unique?
- *It is not about intelligence-led police, but intelligence-led policing*
  - *A wider and more business oriented definition of intelligence, rather than the traditional information collection interpretation of the word from the 1970s.*
  - *Intelligence-led policing provides an objective mechanism to formulate strategic policing priorities.*
  - *Intelligence-led policing seeks to use crime intelligence for more than just individual cases.*
  - *Intelligence-led policing uses crime intelligence for strategic planning and resource allocation, so that investigative action is used to target the right offenders and predict emerging areas of criminality.*
  - *Is predominantly a business model.*
- b. A holistic approach to crime control

- *Traditional crime fighting is a role that police see themselves conducting, so intelligence-led policing is not incompatible with police culture*
- *A ‘strategic social harm’ approach may help to direct police resources to areas that are seen both objectively and from the community as problems.*
- *Intelligence-led policing is a work in progress and still evolving.*

c. Case study: Operation Nine Connect

3. The structure of this book

### ❖ Key terms and names

Reactive	11 September 2001
Investigative	9/11 Commission
Clearance rates	Fusion centers
Community policing	Kent Police
Police legitimacy	Sir David Phillips
Problem-oriented policing	Crime intelligence
New York City Police Department	Intelligence
Compstat	Business model
Intelligence-led policing	Holistic approach to crime control
National Intelligence Model	Social harm
International Association of Chiefs of Police	New Jersey State Police (NJSP)
Organised crime	Operation Nine Connect

### ❖ Further reading

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Heaton, R. (2000). The prospects for intelligence-led policing: Some historical and quantitative considerations. *Policing and Society*, 9(4), 337-356.

Weatherburn, D. (2004) *Law and Order in Australia: Rhetoric and Reality* (Sydney: Federation Press).

### ❖ Links

9/11 Commission website

<http://www.9-11commission.gov/>

Australian Institute of Criminology paper on intelligence-led policing

<http://www.aic.gov.au/publications/tandi/ti248.pdf>

New Jersey State Police press release on Operation Nine Connect

<http://www.njsp.org/news/pr072506.html>

Video on the capture of the Nine Trey Gangsters / Operation Nine Connect

<http://www.southjerseyvideomagazine.com/html/2006/07252006ninetrey.htm>

## Chapter 2 - Origins of intelligence-led policing

### ❖ Section headings with brief notes

1. Drivers for change
  - a. Complexity in policing and the performance culture
    - *The growing complexity of the business of policing has driven increased knowledge and information gathering and management, and police need a process to better derive decisions and improve efficiency.*
  - b. Managing risk
    - *Police chiefs are under greater scrutiny, and therefore decisions are now tempered by risk management.*
  - c. The demand gap
    - *The gap between increases in numbers of police, and increases in workload.*
  - d. Limitations of the standard model of policing
    - *Recognition that random patrol, rapid response and post-crime investigation do not reduce crime.*
  - e. Organised and transnational crime
    - *The growth of organised crime has necessitated a different approach to crime control, one that looks beyond the local level to the global situation.*
  - f. Changes in technology
    - *Digitisation has improved the potential to search vast databases and changed management of intelligence information.*
2. The US policing landscape
  - a. Fragmented and uncoordinated
    - *The huge numbers of very small, independent police agencies in the US increases the need for information sharing.*
  - b. Viewpoint: Fragmented policing and the role of fusion centers
  - c. Demonising intelligence
    - *The intelligence abuses of the 1970s have cast a pall across the use of criminal intelligence handling in the US for the last 30 years.*
  - d. The community policing era
    - *A response to the breakdown in police/community relations, the community policing era is identified by greater local accountability, and a desire to increase police legitimacy with the public.*
  - e. Slow emergence of problem-oriented policing
    - *Although a proven method of crime control, the emergence of POP has been gradual and piecemeal.*
  - f. Rapid emergence of Compstat

- *The advertised successes in New York City catapulted Compstat into a policing phenomenon at a far quicker rate than POP. The evidence for its success is however disputed.*
- g. 9/11 and homeland security
  - *The 'homeland security era' has driven a greater urgency to improve information sharing between agencies at all levels of the policing spectrum.*
- 3. The British policing landscape
  - a. New public managerialism and oversight
    - *The 1908s saw a drive in the UK public sector for greater 'efficiency, effectiveness and economy'. This increased oversight of the police.*
  - b. Sporadic emergence of problem-oriented policing in the UK
    - *Emergence of POP mimicked the US model to some degree; a slow emergence in places rather than widespread adoption.*
  - c. Helping with enquiries and policing with intelligence
    - *Two hugely influential, landmark reports that drove the nationwide adoption of intelligence-led policing and eventually the National Intelligence Model.*
  - d. The National Intelligence Model
    - *The national model that all police forces in England and Wales are required by law to operate.*
- 4. Summary
- 5. Notes

### ❖ Key terms and names

Demand gap	Problem-oriented policing
Standard model of policing	SARA
Ericson and Haggerty	William Bratton
Community policing	Compstat
National Advisory Commission on Criminal Justice Standards and Goals	Global Justice Information Sharing Initiative
Regional Information Sharing Systems (RISS) network	National Criminal Intelligence Sharing Plan
28CFR23	1993 Sheehy Inquiry into Police Responsibilities
House Committee on Un-American Activities	Helping with Enquiries: Tackling Crime Effectively
COINTELPRO	Policing with Intelligence
1967 The Challenge of Crime in a Free Society	National Criminal Intelligence Service (NCIS)
Herman Goldstein	Association of Chief Police Officers (ACPO)
	National Intelligence Model (NIM)

## ❖ Further reading

Flood, B. (2004) 'Strategic aspects of the UK National Intelligence Model', in J.H. Ratcliffe (Ed) *Strategic Thinking in Criminal Intelligence* (Sydney: Federation Press) pp. 37-52.

Eck, J.E. and Spelman, W. (1987) 'Problem solving: Problem-oriented policing in Newport News' (Washington DC: Police Executive Research Forum).

Chapter 3 of Carter, D.L. (2004) 'Law Enforcement Intelligence: A guide for State, Local, and Tribal Enforcement Agencies' (Washington DC: Office of Community Oriented Policing Services).

Silverman, E.B. (2006) 'Compstat's innovation', in D. Weisburd and A.A. Braga (Eds) *Police Innovation: Contrasting Perspectives* (New York: Cambridge University Press) pp. 267-283.

GIWG (2005) 'The National Criminal Intelligence Sharing Plan (revised June 2005)' (Washington DC: Department of Justice [Global Intelligence Working Group]).

Christopher, S. (2004) 'A practitioner's perspective of UK strategic intelligence', in J.H. Ratcliffe (Ed) *Strategic Thinking in Criminal Intelligence* (Sydney: Federation Press) pp. 176-192.

Grieve, J. (2004) 'Developments in UK criminal intelligence', in J.H. Ratcliffe (Ed) *Strategic Thinking in Criminal Intelligence* (Sydney: Federation Press) pp. 25-36.

## ❖ Links

Global Justice Information Sharing Initiative

[http://it.ojp.gov/topic.jsp?topic\\_id=8](http://it.ojp.gov/topic.jsp?topic_id=8)

National Intelligence Model

<http://police.homeoffice.gov.uk/news-and-publications/publication/operational-policing/nim-introduction>

IIR resources page for the National Criminal Intelligence Sharing Plan

<http://www.iir.com/global/ncisp.htm>

## Chapter 3 - The magnitude of the crime challenge

### ❖ Section headings with brief notes

1. The crime funnel
  - *A simple, aggregated way to track the workings of the criminal justice system.*
  - a. How much crime gets reported?
    - *Not all crime that occurs gets reported to police.*
    - *Sometimes, the level of crime reported is quite low.*
    - *UK and US reporting rates differ in areas, but are roughly around the same level for most crime categories.*
  - b. Case study: Calls for service in America's most dangerous city
  - c. Crime-prone places
    - *Crime is not distributed uniformly across the urban environment, and the crime that does occur is concentrated in crime hotspots.*
  - d. Completing the crime funnel
    - *For an aggregate group of offenses, for every 1000 that take place, offenders receive a custodial sentence in only 4 cases.*
2. The offender problem
  - a. Individual offending and recidivism
    - *Most people commit crime at some point, and young people are especially susceptible to crime. by the mid-twenties, about a third of men will have a criminal record.*
    - *Most people are only caught for one or two offenses, but a small minority commit significant amounts of crime.*
    - *Approximately 6% of the population commit 60% of the crime.*
  - b. Predicting prolific offenders
    - *Some character and upbringing traits can be used to predict recidivist behaviour, but these details are unlikely to be available to criminal intelligence systems.*
    - *More useful indicators include number of court appearances, drug use and delinquent associates.*
  - c. Can the police identify prolific offenders?
    - *There are some operational problems, however some police departments have been successful in identifying repeat offenders.*
    - *Self-selection is method by which repeat offenders identify themselves through minor acts of crime.*

- d. Organised crime
    - *Organised crime is a term loosely applied to a variety of different crime groups*
    - *Not included in the crime funnel because of the low reporting rates*
    - *A difficult crime type for which to establish a baseline*
  - e. Viewpoint: Threat measurement techniques for organised crime
3. Summary

### ❖ Key terms and names

National Crime Victimization Survey	Cambridge Study in Delinquent Development
British Crime Survey	Frequents, occasionals and innocents
Dutch Police Population Monitor surveys	Marvin Wolfgang
Police Service of Northern Ireland	The Philadelphia cohort
Camden, New Jersey	Chronics
Crime-prone places	Serious Organised Crime Agency
Environmental criminology	Money laundering
Crime funnel	Rob Fahlman
Criminal careers	Criminal Intelligence Service Canada
Crime onset, duration and termination	
David Farrington	

### ❖ Further reading

Maguire, M. (2000) 'Policing by risks and targets: Some dimensions and implications of intelligence-led crime control', *Policing and Society*, 9:4, pp. 315-336.

Coleman, C. and Moynihan, J. (1996) *Understanding crime data* (Buckingham, UK: Open University Press).

Farrington, D.P. (1992) 'Criminal career research in the United Kingdom', *British Journal of Criminology*, 32:4, pp. 521-536.

Petersilia, J. (1980) 'Criminal career research: A review of recent evidence', *Crime and Justice*, 2, pp. 321-379.

Makkai, T., Ratcliffe, J.H., Veraar, K. and Collins, L. (2004) *ACT Recidivist Offenders*, Research and Public Policy Series, 54, pp. 83.

### ❖ Links

A recent criminal career study is the Peterborough Youth Study, directed by Per-Olof Wikström at the University of Cambridge's Institute of Criminology. A cross-sectional project surveying nearly 2,000 14 to 15 year-old pupils in Peterborough, England.

<http://www.scopic.ac.uk/pys.htm>

Various UK Home Office Research Development Statistics office Crime in England and Wales 2006/2007.

<http://www.homeoffice.gov.uk/rds/crimeew0607.html>

British Crime Survey

<http://www.homeoffice.gov.uk/rds/bcs1.html>

Uniform Crime Reports home page. Annual counts of US crime from the FBI. Available for cities and states.

<http://www.fbi.gov/ucr/ucr.htm>

Department of Justice Bureau of Justice Statistics Various crime and victimization statistics for the US

<http://www.ojp.gov/bjs/>

## Chapter 4 - Defining intelligence-led policing

### ❖ Section headings with brief notes

1. Related policing frameworks
  - *The starting point for most policing paradigms is the standard model of policing; reactive, investigative policing based around random patrol and rapid response.*
  - a. Community policing
    - *CP defies definition, and as such is probably impossible to evaluate.*
    - *Predominant aim is to increase police legitimacy in the eyes of the public.*
    - *The main outcome is a satisfied public.*
  - b. Problem-oriented policing
    - *POP is much closer in philosophy to intelligence-led policing than CP.*
    - *More flexible in terms of who conducts POP, and is more outcome oriented than output oriented.*
    - *Does not exclude enforcement as a possible solution to a problem, but generally seeks longer-term problem resolution.*
  - c. Compstat
    - *A marriage of crime mapping, managerial accountability and allied operational strategies.*
    - *Often has a street crime focus.*
    - *The managerial change component is often ignored by police departments, yet this is both vital and challenging for Compstat to succeed.*
2. Conceptual confusion
  - *It is common for people to confuse the origins of intelligence-led policing as coming from the preceding paradigms.*
  - *The process of tying intelligence-led policing to earlier frameworks for policing can confuse officers who try to adapt their existing model of policing to intelligence-led policing. This is often unsuccessful.*
  - a. Viewpoint: Policing conceptual frameworks from the analyst's perspective
3. Intelligence-led policing defined
  - a. Original tenets
    - *Original tenets from Kent Police and Sir David Phillips.*
    - *Target prolific offenders, triage out the unsolvable crime, more strategic use of informants, incorporate intel into decision-making.*
  - b. Revising the original model

- *A revisionist model of intelligence-led policing has drawn it closer to POP, especially with some components of the NIM.*
- *Intelligence-led policing has become a business model, as operationalised through the NIM.*

c. Intelligence-led policing components

- *Intelligence-led policing is a management philosophy/business model...*
- *aims to achieve crime reduction and prevention and to disrupt offender activity;*
- *employs a top-down management approach;*
- *combines crime analysis and criminal intelligence into crime intelligence;*
- *uses crime intelligence to objectively direct police resource decisions;*
- *focuses enforcement activities on prolific and serious offenders.*

4. Summary

- *Definition: Intelligence-led policing is a business model and managerial philosophy where data analysis and crime intelligence are pivotal to an objective, decision-making framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies that target prolific and serious offenders.*

❖ **Key terms and names**

Paradigm shift	Center for Problem Oriented Policing
Standard model of policing	Compstat
Community policing	William Bratton
Formal governance	New York City
Legitimacy	George Kelling
Community satisfaction	New South Wales Police
Wesley Skogan	Operation and Crime Reviews (OCR)
Robert Trojanowicz	Europol
Problem-oriented policing	David Phillips
Herman Goldstein	National Criminal Intelligence Service (NCIS)
SARA methodology	Intelligence-led policing
John Eck	National Intelligence Model

❖ **Further reading**

Taylor, R.B. (2006) 'Incivilities reduction policing, zero tolerance, and the retreat from coproduction: weak foundations and strong pressures', in D. Weisburd and A.A. Braga (Eds) *Police Innovation: Contrasting Perspectives* (Chicago: Cambridge University Press) pp. 98-114.

Silverman, E.B. (2006) 'Compstat's innovation', in D. Weisburd and A.A. Braga (Eds) *Police Innovation: Contrasting Perspectives* (New York: Cambridge University Press) pp. 267-283.

Osborne, D. (2006) *Out of Bounds: Innovation and Change in Law Enforcement Intelligence Analysis* (Washington DC: Joint Military Intelligence College).

Maguire, M. and John, T. (2006) 'Intelligence led policing, managerialism and community engagement: Competing priorities and the role of the National Intelligence Model in the UK', *Policing and Society*, 16:1, pp. 67-85.

### ❖ Links

Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182  
<http://www.majorcomm.ca/en/>

Center for Problem-Oriented Policing  
<http://www.popcenter.org>

Global Intelligence Working Group  
<http://www.iir.com/global/giwg.htm>

EUROPOL publications page  
<http://www.europol.europa.eu/index.asp?page=publications&language>

Osborne, D. (2006) *Out of Bounds: Innovation and Change in Law Enforcement Intelligence Analysis* (Washington DC: Joint Military Intelligence College). Viewable online and downloadable.  
<http://www.ndic.edu/press/2201.htm>

## Chapter 5 - Analytical frameworks

### ❖ Section headings with brief notes

1. Awash with terminology
  - a. What is criminal intelligence?
    - *There are various definitions for criminal intelligence and no agreed standard terminology*
    - *A common thread is that criminal intelligence is more than simply information*
  - b. What is crime analysis?
    - *Equally difficult to define, with various organisations promoting different definitions*
    - *Crime intelligence is a term designed to bring together crime analysis and criminal intelligence analysis*
  - c. Data, information and knowledge?
    - *The traditional role of the collator has been replaced by knowledge workers who do more than simple information storage*
    - *Old knowledge – criminal intelligence; New knowledge – crime analysis*
    - *'information + analysis = intelligence'; fails to recognize the wide range of data and information sources that are of variable applicability and quality.*
  - d. DIKI continuum
    - *data–information–knowledge–intelligence*
    - *Data are the observations and measurements we can make about crime*
    - *Information is data with greater relevance and purpose*
    - *Knowledge is data and information with added context, meaning, and a particular interpretation*
    - *Intelligence- action part of the process. Knowledge products can generate understanding, but intelligence products are supposed to generate action*
  - e. From knowledge to intelligence
    - *For conversion of knowledge into actionable intelligence, analysts have to know their client's environment and manage that relationship*
2. Levels of crime intelligence
  - *Tactical - Support for front-line areas, investigations and other operational areas in taking case-specific action to achieve enforcement objectives*
  - *Operational - Supporting area commanders and regional operational commanders in planning crime reduction activity and deploying resources to achieve operational objectives*

- *Strategic - Aiming to provide insight and understanding, and make a contribution to broad strategies, policies and resources*
- a. NIM levels
  - *Level 1 – local*
  - *Level 2 – Regional*
  - *Level 3 - National*
- b. Viewpoint: A practitioner’s perspective on the National Intelligence Model
- 3. Conceptualizing analysis
  - *The intelligence cycle is nicely cyclical, but does not emphasize policing or the role of decision-makers*
  - *Gill’s cybernetic model – a useful and instructive model but may be more academically relevant than operational?*
  - *SARA model – a relevant model that doesn’t specifically include decision-makers but is action oriented with an evaluative component*
- a. NIM business model
  - *Original model has distinct parallels with SARA.*
  - *New approach has a different definition of knowledge, with more prosaic and bureaucratic meaning, relating to familiarity with current legislation and case law, codes of practice, manuals of standards and ACPO guidance etc.*
- b. The 3-i model
  - *Analysis **Interprets** Criminal Environment, and **Influences** Decision-makers who have an **Impact** on the Criminal Environment.*
- 4. Can models reflect reality?
  - *Time constraints often limit the ability of a model to be followed correctly*
  - *NIM terminology has been criticized for complicating a simple process*
  - *Models that emphasize relationships may be better for analysts to follow and understand*
- 5. Summary

### ❖ Key terms and names

Criminal intelligence	Serious Organised Crime Agency (SOCA)
Intelligence	Information + analysis = intelligence
Information	DIKI continuum
International Association of Law	John Grieve
Enforcement Intelligence Analysts (IALEIA)	Knowledge assets
Crime analysis	Knowledge products
Rachel Boba	Knowledge management
Crime intelligence	9/11 Commission
Knowledge workers	Richard Inquiry Report

Tactical intelligence  
Operational intelligence  
Strategic intelligence  
National Intelligence Model levels  
Police Service of Northern Ireland (PSNI)  
the intelligence cycle  
Peter Gill's cybernetic model  
SARA model  
Ron Clarke

John Eck  
NIM business model  
Strategic Tasking and Coordinating Groups (STCG)  
Tactical Tasking and Coordinating Groups (TTCG)  
3-i model  
Interpret, influence, impact  
Tim John and Mike Maguire

### ❖ Further reading

Gill, P. (2000) *Rounding up the usual suspects? Developments in contemporary law enforcement intelligence* (Aldershot: Ashgate).

Ratcliffe, J.H. (2007) *Integrated intelligence and crime analysis: Enhanced information management for law enforcement leaders* (Washington DC: Police Foundation).

Maguire, M. and John, T. (2006) 'Intelligence led policing, managerialism and community engagement: Competing priorities and the role of the National Intelligence Model in the UK', *Policing and Society*, 16:1, pp. 67-85.

Kleiven, M.E. (2007) 'Where's the intelligence in the National Intelligence Model?' *International Journal of Police Science & Management*, 9:3, pp. 257-273.

Weisburd, D. and Braga, A. A. (2006, Eds) *Police Innovation: Contrasting Perspectives* (New York: Cambridge University Press) pp. 267-283.

### ❖ Links

The International Association of Law Enforcement Intelligence Analysts.  
<http://www.ialeia.org/>

The International Association of Crime Analysts.  
<http://www.iaca.net/>

Deborah Osborne's Analysts' Corner blog. A blog and resource site for the development of crime and intelligence analysis in policing.  
<http://www.analystscorner.blogspot.com/>

Wikipedia page on the Intelligence Cycle.  
[http://en.wikipedia.org/wiki/Intelligence\\_cycle](http://en.wikipedia.org/wiki/Intelligence_cycle)

What is crime analysis? From the Massachusetts Association of Crime Analysts.  
<http://www.macrimeanalysts.com/aboutca.html>

Paper on the UK Home Office Crime Reduction web site on integrating the national intelligence model with a 'problem solving' approach.

<http://www.crimereduction.homeoffice.gov.uk/nim1.pdf>

Guidance on the National Intelligence Model (UK)

<http://www.acpo.police.uk/asp/policies/Data/nim2005.pdf>

## Chapter 6 - Interpreting the criminal environment

### ❖ Section headings with brief notes

1. Target selection
2. Many analysts receive little direction and are responsible for targeting decisions.
  - a. Recording crime details
    - *Most targeting decisions are based on recorded crime details.*
    - *Many variables are recorded, but few analysts have time to analyse them. For example, modus operandi is a variable that is little understood for targeting.*
    - *Distance between crime events is believed to be a reliable indicator for crime linkages.*
    - *ViCAP is a initiative that tries to better utilise modus operandi variables, but suffers from under-reporting.*
  - b. Threat assessments
    - *Published threat assessments, often from agencies with national or regional responsibility, is a way to influence the target selection of local agencies.*
    - *Harm, and social harm based models are starting to feature in threat assessments. Met Police have four types: social, economic, political, indirect.*
    - *Risk assessment may be a more accurate name for these documents.*
3. Objective targeting and offender self-selection
  - *The snowball approach to targeting criminal gangs works to increase the intelligence available to police departments, but it runs the risk of focusing police attention on the 'usual suspects'.*
  - *This creates a positive feedback loop. For example, RCMP Sleipnir program drew attention to the need for information on outlaw motorcycle gangs, and this request alone made police departments focus more on OMCs.*
  - *Offender self-selection may be a more ethical approach. Existing criminal triggers are used to identify more serious offenders. Offenders bring police attention on themselves.*
  - a. Playing well with others
    - *Information sharing is a US priority after 9/11 but the organisation of police departments militates against it.*
    - *Small agencies rarely have the resources to address wider concerns.*
    - *Bureaucratic hurdles often limit info sharing, so informal networks spring up to solve the problem.*
    - *Solutions include team-based task forces, wider dissemination of intelligence products, and liaison officers attached to neighbouring agencies.*

- b. Viewpoint: Information sharing at the national level
- 4. Information collation
  - *The intelligence cycle is often adhered to in a more informal state, and an understanding of the desired style of final product can help with collation.*
  - *Intelligence requirements provide a structured mechanism, useful when agencies collaborate*
  - *Strategic and Tactical Intelligence Requirements (SIRs and TIRs)*
  - *But... over-reliance on law enforcement data can create products with significant limitations.*
  - a. Improving information sharing
    - *Kelling and Bratton note, 'The problem for American policing is not so much getting the intelligence but making sense of it and sharing it with those who can use it' (2006: 5).*
  - b. A role for liaison officers?
    - *Liaison officers are becoming de rigor in many fusion centers and agencies that have to reach out across jurisdictional boundaries.*
    - *However, few guidelines for the position of liaison officer exist.*
  - c. Confidential informants
    - *Within intelligence-led policing, informants have become a central mechanism to better understand the criminal environment.*
    - *Their use is limited, in that few offenders have a view of the bigger picture of criminality outside their own immediate area.*
    - *A key part of intelligence-led policing is that informants should be used in a more strategic manner.*
- 5. Analytical techniques
  - *Note that results analysis is simply evaluation, a key component of POP.*
  - a. Strategic thinking
    - *Strategic analysis often involves a range of skills that are quite different from tactical analysis. This is often a challenging area for police analysts, and one that is not high on training agendas.*
    - *Blatant plug: Please note that a second edition of the book "Strategic Thinking in Criminal Intelligence", edited by Jerry Ratcliffe, is in production! Look for it soon!*
- 6. Summary

## ❖ Key terms and names

New Zealand Police  
Crime recording  
Modus operandi  
Violent Criminal Apprehension Program (ViCAP)  
Threat assessments  
Social harm  
Economic harm  
Political harm  
Indirect harm  
Risk assessment  
Nine Trey Gangsters  
Operation Nine Connect  
Targeting  
Snowball approach  
Royal Canadian Mounted Police (RCMP)  
Sleipnir  
Offender self-selection  
Criminal triggers  
National Intelligence Model (NIM) levels  
National Criminal Intelligence Sharing Plan  
Memorandums of understanding  
Informal networks  
Joint terrorism task forces (JTTFs)  
United Kingdom Threat Assessment of Serious Organised Crime  
Annual Report on Organized Crime in Canada  
Australian National Strategic Intelligence Course  
New Jersey Regional Operations Intelligence Center  
information collation  
Intelligence requirement  
Strategic Intelligence Requirements (SIRs)  
Tactical Intelligence Requirements (TIRs)  
Organizational pathologies  
Integration  
Liaison officers  
Confidential informants  
Program Axiom  
Results analysis  
LEANALYST list server  
Strategic intelligence  
Intelligence lacuna

## ❖ Further reading

Roach, J. (2007) 'Those who do big bad things also usually do little bad things: Identifying active serious offenders using offender self-selection', *International Journal of Police Science and Management*, 9:1, pp. 66-79.

Ratcliffe, J.H. and Guidetti, R.A. (2008) 'State police investigative structure and the adoption of intelligence-led policing', *Policing: An International Journal of Police Strategies & Management*, 31:1.

Sheptycki, J. (2004) 'Organizational pathologies in police intelligence systems: Some contributions to the lexicon of intelligence-led policing', *European Journal of Criminology*, 1:3, pp. 307-332.

Ratcliffe, J.H. (2007) *Integrated intelligence and crime analysis: Enhanced information management for law enforcement leaders* (Washington DC: Police Foundation).

Harfield, C. (2006) 'SOCA: A paradigm shift in British policing', *British Journal of Criminology*, 46:4, pp. 743-761.

### ❖ Links

UK Threat Assessment, and other publications from SOCA

<http://www.soca.gov.uk/assessPublications/>

CISC Annual Reports on organized crime in Canada

[http://www.cisc.gc.ca/products\\_services/products\\_services\\_e.htm](http://www.cisc.gc.ca/products_services/products_services_e.htm)

FBI web page on investigative programs, including ViCAP

<http://www.fbi.gov/hq/isd/cirg/ncavc.htm>

National Intelligence Model - Analytical Techniques and Products

<http://police.homeoffice.gov.uk/news-and-publications/publication/operational-policing/nim-analytical/>

UK Govt Prolific and priority offender mini-site

<http://www.crimereduction.homeoffice.gov.uk/ppo/ppominisite01.htm>

## Chapter 7 - Influencing decision-makers

### ❖ Section headings with brief notes

#### 1. Who are decision-makers?

- *POP has been pivotal in advancing the notion that not all crime solutions come from the police. There are a range of other decision-makers in the criminal justice system, and beyond.*
- a. Front-line officers
  - *The traditional target for tactical analysis and intelligence products.*
  - *Unclear whether front-line officers are decision-makers in terms of the 3i model, because there is often a lack of accountability and they can be easily drawn away by emergency and other radio calls.*
  - *Yet, analysts need to maintain a relationship with patrol officers because they are often a source of quality information.*
  - *'Tactical intelligence' can too often deteriorate into case support.*
- b. Police leadership
  - *Police leadership are often decision-makers, but often uninformed as to the latest research on what works and what doesn't in crime prevention and reduction.*
  - *Much police leadership training assumes that officers know how to reduce crime, but the evidence suggests otherwise.*
  - *This may explain why so many policing strategies are traditional, saturation patrol type affairs.*
- c. Non-law enforcement
  - *Regulatory agencies have the added advantage of drawing on regulation and compliance-based processes that go beyond simple prosecution.*
  - *Part of the nodal governance idea, whereby police are supplemented by government and the private sector who can provide additional security services.*
- d. The general public
  - *The main target for dissemination with community policing*
  - *Intelligence-led policing and POP take a similar view: community are suitable decision-makers where they can help, but are not essential decision-makers for every problem.*
  - *Little research evidence suggests that greater dissemination to the public has an impact on crime.*
  - *Security networks*

- *Additional agencies that are now often incorporated into security networks include Customs and border control, Immigration authorities, Defence agencies, and national security bodies.*
  - *1998 Crime and Disorder Act (UK) made multiagency crime prevention initiatives a statutory requirement*
  - *GMAC PBM is a good example.*
- e. *Viewpoint: The responsibilities of intelligence-led police leadership*
2. *Understanding the client's environment*
- *When client's don't understand the demands of good analysis, they tend to be unforgiving in respect of the time and effort required for good products. As a result, they create a pressure that can cause poor products.*
  - *Other agencies – media, politicians and so on – have their own agenda and try to push decision-makers to act in their interests.*
  - *The key is the crime intelligence product is likely to be the only objective voice that decision-maker's hear.*
- a. *Working with the audience*
- *Analysts have to liaise and communicate with clients during the development of products so that the final product can be targeted accurately.*
  - *How clients define success is important, because products can be tailored to reflect this need of decision-makers.*
  - *If analysts produce a good product, they should expect that it will be photocopied, faxed, e-mailed and referenced by/to clients that they are not aware of and potentially never expected.*
3. *Maximizing influence*
- *Analysts should aim to maximise the distribution of their products, rather than work on the need-to-know principle.*
  - *Analytical units being close to decision-makers runs counter to the thinking in many police departments, but having access to street data is meaningless if analysts cannot influence decision-makers.*
- a. *Embracing networks*
- *Dupont's work is useful for articulating the different types of networks that can aid with crime prevention stemming from intelligence work.*
- b. *Recommending action*
- *Within the policing environment, it is important that analysts make recommendations to decision-makers.*
  - *As Cope points out, there is a difference between analysts making recommendations, and the decision-maker accepting the recommendation.*

- *Military analysts sometime struggle with the need to make recommendations, coming from a military area where decision-makers are trained in using intelligence products, and there are distinct organizational gaps between analysts and their clients.*
- *Alternatives to the traditional written report should always be considered.*

#### 4. Summary

- *Moving beyond the tactical to a strategic focus is effective for crime prevention.*
- *Influencing decision-makers requires resolute accuracy in detail and fact, but also a flair for the imaginative in terms of getting clients' attention.*

### ❖ Key terms and names

Crime and Disorder Partnerships	SOCA
Decision-makers	CISC
Clients	Europol
Front-line officers	Security networks
Interpret – influence – impact	Greater Manchester Against Crime (GMAC)
Accountability	Partnership Business Model (PBM)
Policing benchmarks	Police social capital
Police leadership training	Police as information workers
John Abbott, Director General, NCIS	Peter Manning
New Zealand Police	National Intelligence Model (NIM)
Jill Dando Institute for Crime Science	Need to know principle
Manhattan Institute	Local security networks
Australian Federal Police	Institutional networks
Jennifer Wood / Clifford Shearing	Networks without borders
Nodal governance	Informational networks
Center City District, Philadelphia	Military analysts
Cloning, tumbling and subscription cell phone fraud	Albert Mehrabian
Threat assessments	Cathy Lanier

### ❖ Further reading

Harfield, C. (2000) 'Pro-activity, partnership and prevention: The UK contribution to policing organised crime in Europe', *The Police Journal*, 73, pp. 107-117.

Ratcliffe, J.H. (2005) 'The effectiveness of police intelligence management: A New Zealand case study', *Police Practice and Research*, 6:5, pp. 435-451.

Dupont, B. (2004) 'Security in the age of networks', *Policing and Society*, 14:1, pp. 76-91.

Ratcliffe, J.H. and Guidetti, R.A. (2008) 'State police investigative structure and the adoption of intelligence-led policing', *Policing: An International Journal of Police Strategies & Management*, 31:1.

### ❖ Links

Center City District, Philadelphia – a good example of a non-law enforcement partner that provides security services that supplement local police.

<http://www.centercityphila.org>

Greater Manchester Against Crime Partnership Business Model

<http://www.gmac.org.uk/>

NJSP Practical Guide to Intelligence-Led Policing

[http://www.njsp.org/divorg/invest/pdf/njsp\\_ilpguide.pdf](http://www.njsp.org/divorg/invest/pdf/njsp_ilpguide.pdf)

“Strategic Early Warning for Criminal Intelligence”, a methodology paper by the Criminal Intelligence Service Canada (CISC).

[http://www.cisc.gc.ca/products\\_services/sentinel/document/early\\_warning\\_methodology\\_e.pdf](http://www.cisc.gc.ca/products_services/sentinel/document/early_warning_methodology_e.pdf)

## Chapter 8 - Having an impact on crime

### ❖ Section headings with brief notes

1. Revisiting the crime funnel
  - *Important to note that the numbers flow downwards in the funnel, not upwards. In other words, a number is constrained to a maximum value of the number above it, so changing a number has impacts downwards, but not necessarily upwards. A top-down effect flow.*
  - *One problem with arresting much of the low-hanging fruit of the criminal world has been the creation of a criminal elite who have avoided capture.*
  - a. Estimating prevention benefits
    - *Impacts higher up the crime funnel will have greater benefits throughout the whole criminal justice system.*
    - *Any reduction in actual crime will reduce reported crime, provide more opportunity to concentrate on prolific offenders, and allow the criminal justice system to concentrate on the most serious offenders.*
2. Reduction, disruption and prevention
  - *The distinction between crime reduction, disruption and prevention is rarely considered in operational strategies, however considering these components individually has the benefit of opening up more potential strategies.*
  - *Although few enforcement executives consider prevention, the three levels of crime prevention each provide opportunities for long-term crime prevention resulting directly from intelligence-led policing related activities.*
3. The changing leadership role
  - *Many police executives were promoted under different policing paradigms, and have not had the opportunity for training in POP or intelligence-led policing.*
  - *Workplaces have also changed. Rather than 'squads', it is more common to form 'teams'. Less autocratic workplaces are much more common, even within the existing rank structure.*
  - *Some police department award promotion purely based on examination results, with little regard for the ability of the individual to be conversant with crime reduction knowledge or demonstrate leadership potential.*
  - a. Viewpoint: The leadership role in intelligence-led policing
  - b. Steering the rowers in the right direction
    - *Too many analysts attempt to influence the thinking of 'rowers' while they should try and identify the 'steerers' who can use resources to have an impact on the criminal environment.*

- *While not the case with all prosecutors or district attorneys, too often in American jurisdictions the chief law enforcement officer has a legal background and no exposure to the potential benefits of disruption or prevention.*
- *The legal training of chief law enforcement officers blinkers them to possibilities outside use of the criminal justice system.*

#### 4. The police impact on crime

##### a. Does police targeting prevent crime?

- *While the Kansas City Preventative Patrol Experiment has been criticised for methodological grounds, it was a pretty severe indictment of the idea that random patrol decreases crime significantly.*
- *Studies suggest that while generally increasing numbers of police can help, it is more useful to consider how officers are deployed.*

##### b. Does increasing arrests reduce crime?

- *Targeted arrests reduced crime in the state of New South Wales, Australia, but the increased incarceration did place additional pressures on the criminal justice system. It may not have been the most cost-effective way to reduce crime.*

##### c. Intelligence-led crime reduction

- *The University of Maryland review has not been replicated since published in 1998, however the Campbell Collaboration conducts crime prevention related systematic reviews.*

#### 5. Summary

### ❖ Key terms and names

Sir John Stevens

Steve Lab

Crime reduction

Crime disruption

Crime prevention

Primary prevention

Secondary prevention

Tertiary prevention

Rick Fuentes

Steerers and Rowers

District attorneys

County prosecutors

Tasking and Coordinating Groups

Kansas City Preventative Patrol Experiment

Terry stop and frisk

New South Wales Police Commissioner

Peter Ryan

Operation and Crime Review

Killingbeck area of Leeds

Partnership work

University of Maryland

Campbell Collaboration

## ❖ Further reading

Weatherburn, D. (2004) *Law and Order in Australia: Rhetoric and Reality* (Sydney: Federation Press).

Lab, S.P. (2004) 'Crime prevention, politics, and the art of going nowhere fast', *Justice Quarterly*, 21:4, pp. 681-692.

Harfield, C. (2006) 'SOCA: A paradigm shift in British policing', *British Journal of Criminology*, 46:4, pp. 743-761.

Dupont, B. (2003) 'Preserving Institutional Memory in Australian Police Services', *Trends and Issues in Crime and Criminal Justice*, No. 245, pp. 6.

Ratcliffe, J.H. (2005) 'The effectiveness of police intelligence management: A New Zealand case study', *Police Practice and Research*, 6:5, pp. 435-451.

Eck, J.E. and Maguire, E.R. (2000) 'Have changes in policing reduced violent crime? An assessment of the evidence', in A. Blumstein and J. Wallman (Eds) *The Crime Drop in America* (Cambridge: Cambridge University Press) pp. 207-265.

Mazerolle, L., Soole, D. and Rombouts, S. (2007) 'Drug law enforcement: A review of the evaluation literature', *Police Quarterly*, 10:2, pp. 115-153.

Mazerolle, L., Soole, D.W. and Rombouts, S. (2007) 'Crime prevention research review No. 1: Disrupting street-level drug markets' (Washington DC: US Department of Justice (Office of Community Oriented Policing Services)).

Sherman, L.W., Gottfredson, D., MacKenzie, D., Eck, J., Reuter, P. and Bushway, S. (1998) 'Preventing Crime: What works, what doesn't, what's promising' (Washington DC: National Institute of Justice).

## ❖ Links

Australian Federal Police (AFP) Leadership in Criminal Intelligence Program  
<http://www.afp.gov.au/about/lcip.html>

Charles Sturt University / National Strategic Intelligence Course  
<http://www.csu.edu.au/special/ciscr/documents/NSIC07.pdf>

The Campbell Collaboration's (C2) Crime & Justice Coordinating Group (CCJG).

The Crime & Justice Coordinating Group is an international network of researchers that prepares, updates, and rapidly disseminates systematic reviews of high-quality research conducted worldwide on effective methods to reduce crime and delinquency and improve the quality of justice.

<http://www.campbellcollaboration.org/CCJG/>

Center for Problem Oriented Policing

<http://www.popcenter.org>

Crime Analysis for Problem Solvers in 60 Small Steps (1007K)

<http://www.cops.usdoj.gov/mime/open.pdf?Item=1597>

## Chapter 9 - Evaluating intelligence-led policing

### ❖ Section headings with brief notes

#### 1. Evaluation concepts and practice

- *Evaluation of attempts to control crime is generally forgotten in the rush to address the next big issue, but is essential if practitioners are to learn what works, and what doesn't to reduce crime.*
- a. What are we evaluating?
  - *This is often the most difficult point for practitioners to grasp. Intelligence-led policing is a business model and as such can be largely successful when analysts interpret the criminal environment effectively, and use that intelligence to influence decision-makers. If decision-makers then choose an appropriate crime reduction strategy, but officers in the field fail to implement it correctly, does this mean that the business model of intelligence-led policing fails?*
- b. Types of evaluations
  - *Outcome evaluations tell you whether a crime reduction initiative worked or not. If not, a process evaluation can often tell you why.*
- c. Operation Vendas and Operation Safe Streets
  - *The process evaluation of Operation Vendas is immensely useful because it helps to show that the strategy may still be viable, but the implementation was flawed.*
  - *The Safe Streets evaluation by Lawton et al is quantitatively strong, but the more-process evaluation type writing of Giannetti helps to understand the actual street implementation of the policy across the whole city. Both evaluations work in tandem to provide a fuller picture of the operation.*
- d. Evaluation skills
  - *Of all the analytical skills required for analysis, spatial statistics and crime mapping may be the most important for police analysts.*
  - *Spatial skills will have address perennial questions that come up about displacement of crime, and the impact of crime around criminogenic facilities such as bars and nightclubs.*
  - *The weighted displacement quotient helps address many of these questions.*
- e. Pure evaluations and realistic evaluations
  - *Both scientific and scientific realist approaches have merit in understanding the outcome of attempts to reduce crime and to better organize the flow of information and criminal intelligence around a police department.*
  - *These approaches to evaluation are not mutually exclusive.*

- f. Case study: Operation Anchorage
- *A degree of latitude is required to accept a fixed value for the societal impact of a residential or non-residential burglary. Obviously each burglary is different in terms of the impact and cost of the crime, but the attempt by staff at the Australian Institute of Criminology to place a value based on aggregate impacts is still valuable.*
  - *At the time of writing this (March 2008) the Australian dollar values roughly translate as follows:*
  - *AU\$2,400 per burglary = US\$2,240 = £1,100*
  - *AU\$2,000 per residential burglary = US\$1,800 = £941*
  - *AU\$4,500 per non-residential burglary = US\$4,200 = £2,100*
  - *AU\$7,125,600 = US\$6.6m = £3.3m*
  - *AU\$1,257,600 during Anchorage = US\$1.17m = £592,000*
  - *AU\$5,868,000 benefit after Anchorage = US\$5.5m = £2.76m*
- g. Viewpoint: Refining strategy after Operation Anchorage
2. Measuring success in different ways
- a. The cost-benefit of surveillance and confidential informants
- *The cost of informant handling is disputed, and centres along whether more abstract societal costs (impact on police legitimacy, for example) can be incorporated into a cost evaluation. Furthermore, the true costs of training officers, meeting time and so on are rarely factored into a cost estimate.*
- b. Measuring disruption
- *Disruption is poorly defined and loosely applied.*
  - *Some agencies take considerable liberties in how they apply disruption as a measure of their success. Others under value the importance of their activities.*
  - *The Disruption Attributes Tool is relatively new, and further details will be coming in the second edition of the book Strategic Thinking in Criminal Intelligence.*
- c. Measuring success in changing business practice
- *Hybrid governance is a relatively new term, but is a good description of where security governance is going.*
  - *In New Zealand, I found that assessing each component of the three-i model was a good way to examine the health of intelligence processes in police departments.*
- d. Measuring success in performance indicators
- *Generally, the approach is often be careful what you wish for. By setting performance indicators, police executives can often drive commanders in*

*ways that they never intended. This is especially the case with Compstat driving short-term thinking about long-term crime problems.*

3. Summary
4. Notes

### ❖ **Key terms and names**

Outcome evaluation  
Process evaluation  
Operation Vendas  
Operation Safe Streets  
Interrupted time series analysis  
Maryland Scientific Methods Scale  
Larry Sherman  
Realistic evaluation  
Scientific realist approach  
Nick Tilley  
Context, mechanism and outcome  
Operation Anchorage  
NCIS Organised Vehicle Crime Programme  
RCMP  
Disruption Attributes Tool  
Hybrid governance  
Performance measures

### ❖ **Further reading**

Weatherburn, D. (2004) *Law and Order in Australia: Rhetoric and Reality* (Sydney: Federation Press).

Jones, C. and Weatherburn, D. (2004) 'Evaluating police operations (1): A process and outcome evaluation of Operation Vendas' (Sydney: New South Wales Bureau of Crime Statistics and Research).

Lawton, B.A., Taylor, R.B. and Luongo, A.J. (2005) 'Police officers on drug corners in Philadelphia, drug crime, and violent crime: Intended, diffusion, and displacement Impacts', *Justice Quarterly*, 22:4, pp. 427-451.

Giannetti, W.J. (2007) 'What is Operation Safe Streets?' *IALEIA Journal*, 17:1, pp. 22-32.

Bowers, K.J. and Johnson, S.D. (2003) 'Measuring the geographical displacement and diffusion of benefit effects of crime prevention activity', *Journal of Quantitative Criminology*, 19:3, pp. 275-301.

Pawson, R. and Tilley, N. (1997) Realistic Evaluation (London: Sage).

Mayhew, P. and Adkins, G. (2003) 'Counting the costs of crime in Australia: An update', Trends and Issues in Crime and Criminal Justice, No. 247, pp. 8.

### ❖ Links

Weighted Displacement Quotient calculation spreadsheet. Questions of crime displacement or diffusion of benefits often occur. Bowers and Johnson's WDQ can address these, and this is a link to a spreadsheet that makes the calculation.

<http://www.iratcliffe.net/ware/wdq.htm>

Mayhew, P. and Adkins, G. (2003) 'Counting the costs of crime in Australia: An update', Trends and Issues in Crime and Criminal Justice, No. 247, pp. 8. Downloadable from

<http://www.aic.gov.au/publications/tandi/tandi247.html>

The full Operation Anchorage story, including details of recidivist offending patterns. Downloadable as Makkai, T., Ratcliffe, J.H., Veraar, K. and Collins, L. (2004) 'ACT Recidivist Offenders', Research and Public Policy Series, 54, pp. 83.

<http://www.aic.gov.au/publications/rpp/54/index.html>

The UK Home Office first estimated to estimate the economic and social costs of crime in 2000. That report is available as a pdf from

<http://www.homeoffice.gov.uk/rds/pdfs/hors217.pdf>

More recently, they updated this in 2005, from

[http://www.homeoffice.gov.uk/rds/economic\\_update1.html](http://www.homeoffice.gov.uk/rds/economic_update1.html)

Promotional page from the DEA describing Operation Green Ice, along with a number of other operations.

<http://www.dea.gov/pubs/history/1990-1994.html>

RCMP Annual Report that shows the Disruption Attributes Tool in use.

[http://www.tbs-sct.gc.ca/dpr-rmr/0506/RCMP-GRC/rcmp-grc02\\_e.asp](http://www.tbs-sct.gc.ca/dpr-rmr/0506/RCMP-GRC/rcmp-grc02_e.asp)

## Chapter 10 - Challenges for the future

### ❖ Section headings with brief notes

#### 1. The challenges of covert activity

- *This section reiterates the often misunderstood idea that covert activity is not intelligence-led policing. Covert activity is simply a technique to gather information. Intelligence-led policing is a business model for better resource allocation and decisions.*
- *Although the ACPO market research report found a general level of support for proactive policing, covert techniques of information gathering must be employed in such a manner as not to damage police legitimacy in the eyes of the public.*
- a. The risks of greater informant use in covert activities
  - *Norris and Dunnighan's quote is probably a little too negative, but a considerable problem with the research literature is the lack of research generally into the area of informant use, positive or negative.*
  - *The 5x5x5 scheme is similar to the Admiralty (or NATO) system, but with the addition of a handling code to indicate conditions for the dissemination of the information. The Admiralty system is a 6x6 scheme. The links section has a link to a relevant Wikipedia page.*
- b. Principle of proportionality
  - *'Surveillance creep' is a term that Gary Marx applied to a range of surveillance-type measures. For example, we could apply the concept to CCTV cameras, the tracking of credit card information, monitoring of web sites visited, automated e-mail reading, social networking sites and so on.*
- c. Storing private information
  - *Title 28 of the Code of Federal Regulations (CFR) Part 23, is often abbreviated to 28CFR23.*
  - *The Policy clarification from the BJA is important because of the common misunderstanding of the constraints of 28CFR23. Often, too many US police departments do not use criminal information to the fullest extent because of an over-cautious approach to this legislation.*
- d. Human rights and surveillance
- e. *The Don Weatherburn quote is probably the most salient comment; 'If police are to create a credible threat of apprehension for carrying a prohibited weapon they are bound to conduct searches of a large number of people who, it will turn out, are not in possession of a weapon'. Dr. Don Weatherburn is the Director of the New South Wales Bureau of Crime Statistics and Research.*

- f. Viewpoint: Intelligence-led policing and public trust
2. The widening security agenda
    - *This is an emerging academic research area that is being spearheaded by young and innovative researchers such as my colleague Jennifer Wood, and University of Montreal Professor Benoit Dupont.*
    - a. Greater strategic application
      - *The GMAC PBM (see chapter 7) is a good example of the integration of strategic meetings into the normal tactical planning cycle.*
      - *Jim Sheptycki has written extensively on the greater strategic application of criminal intelligence. See further reading section below.*
      - *If you are interested in Reassurance Policing and Signal Crimes, then the work of Martin Innes is appropriate and useful. See further reading section below.*
      - *While I don't say as much in the chapter (space is an issue), the greater strategic use of crime intelligence is an issue for authors of Threat and Risk Assessments. In the forthcoming second edition of Strategic Thinking in Criminal Intelligence, Rob Fahlman, deputy director general of Criminal Intelligence Service Canada, addresses exactly this issue. (Sorry for the blatant plug!).*
    - b. Merging criminal intelligence and national security
      - *Observers in the UK will be familiar with the brief foray of the MI5 role into organised crime and drugs after the collapse of the Iron Curtain. 9/11 brought back a counter-terrorism focus, but the boundaries between police and national security had already been blurred.*
      - *The challenge in the US is a little more difficult. In many respects, the problem is not that national security agencies don't want to work with local police, but rather that both sides do not understand the needs of the other.*
  3. An agenda for the future
    - a. Conceptual training for analysts and executives
      - *The lack of executive training in intelligence-led policing is a real problem. Too many think they know what intelligence-led policing is, without actually engaging with the idea and learning what is actually involved.*
      - *The few agencies I am aware of that address executive training include; the Australian Federal Police Intelligence Program, the New Jersey State Police Regional Intelligence Academy, and the National Counter Terrorism Academy (NCTA) in LA. The Manhattan Institute have been instrumental in getting the US locations up and running.*
    - b. Disseminating success

- *A link with the Center for Problem Oriented Policing is one possibility, though there is also a funding proposal before Congress in the US for a Center for Intelligence-Led Policing.*
- c. Looking beyond the tactical imperatives
- *The development of SOCA in the UK has been, I understand, a rather uneven business.*
  - *The training of law enforcement leaders in the use of crime intelligence for strategic planning rather than tactical operations is a theme running through the book. The issue is a tricky one in the US, where police chiefs only have a job tenure of a few years – little time to see valuable initiatives come to fruition.*
- d. Engage the next cohort of police leaders
- *The increase in numbers of police officers entering the service with tertiary (University) degrees is encouraging.*
  - *Some police forces, such as the Australian Federal Police, only employ graduates.*
  - *In the future, it is to be hoped that a background in investigations is not a common prerequisite for senior ranks.*
- e. Ten yardsticks for intelligence-led policing
- *Where I say ‘5. Analytical and executive training is available’, this really should read ‘education’ rather than training. The whole issue of intelligence-led policing is a broader educational need rather than one of learning systems by rote as might be suggested by the word ‘training’. However, I didn’t want to lose my audience completely!*
  - *There is no single one of these ten that I would select as more important than the others. However, without a doubt little will happen unless there is no. 1 – a supportive and informed command structure... than can demonstrate leadership, ownership and understanding.*

4. Summary

5. Note

### ❖ Key terms and names

Covert activity

Surveillance

Informants

Informant-led policing

5x5x5 scheme

National Information/Intelligence Reporting

System

Confidential human sources

Arthur ‘Neddy’ Smith

Detective Sergeant Roger Rogerson

Detective Mick Drury

Wood Royal Commission

New South Wales Police

Stephen Lawrence

Macpherson Report  
Regulation of Investigatory Powers Act 2000  
Surveillance creep  
28CFR23  
Data Protection Act 1998  
Richard Inquiry  
Jessica Chapman and Holly Wells  
Ian Huntley  
Human Rights Act 1998 (HRA)  
European Convention on Human Rights  
(ECHR)  
Russ Porter

Reassurance policing  
Strategic harm model  
Program Manager for the Information  
Sharing Environment  
Office of the Director of National  
Intelligence  
Information Sharing Council  
IALEIA  
IACA  
Australia's National Strategic Intelligence  
Course  
Center for Problem Oriented Policing

### ❖ Further reading

Maguire, M., & John, T. (1996). Covert and deceptive policing in England and Wales: Issues in regulation and practice. *European Journal of Crime, Criminal Law and Criminal Justice*, 4, 316-334.

Sheptycki, J. (2004). Review of the influence of strategic intelligence on organised crime policy and practice (Special Interest Series Paper No. 14). London: Home Office Research and Statistics Directorate.

Innes, M. (2004). Reinventing tradition? Reassurance, neighbourhood security and policing. *Criminal Justice*, 4(2), 151-171.

Innes, M. (2005). What's your problem? Signal crimes and citizen-focused problem solving. *Criminology and Public Policy*, 4(2), 187-200.

Walsh, P., & Ratcliffe, J. H. (2005). Strategic criminal intelligence education: A collaborative approach. *IALEIA Journal*, 16(2), 152-166.

National Security Council. (2007). *National Strategy for Information Sharing*. Washington DC: White House National Security Council. Downloadable from the Information Sharing Environment (see links below).

### ❖ Links

International Journal of Criminal Intelligence. Call for papers from this new journal...  
[http://www.afp.gov.au/about/lcip/ijci-call\\_for\\_papers.html](http://www.afp.gov.au/about/lcip/ijci-call_for_papers.html)

Guidance on the management of police information. National Centre of Policing Excellence, on behalf of ACPO, published in 2006. Downloadable as a pdf.  
<http://www.crimereduction.homeoffice.gov.uk/policing21.htm>

Wikipedia page on the Admiralty system, and alternative to the 5x5x5, though the 5x5x5 is better because it attached a handling code to indicate any restrictions on dissemination.

[http://en.wikipedia.org/wiki/Admiralty\\_code](http://en.wikipedia.org/wiki/Admiralty_code)

Bureau of Justice Administration Policy Clarification on 28CFR23, issued 1998

<http://www.iir.com/Publications/28cfr23-clarification.htm>

Bichard Inquiry Report

[http://www.homeoffice.gov.uk/pdf/bichard\\_report.pdf?view=Binary](http://www.homeoffice.gov.uk/pdf/bichard_report.pdf?view=Binary)

James Sheptycki's review of Organised Crime research from a strategic perspective

<http://crpr.icaap.org/index.php/crpr/article/view/31/48>

The homepage for the Information Sharing Environment

<http://www.ise.gov/>

The Manhattan Institute Center for Policing Terrorism

<http://www.manhattan-institute.org/html/cpt.htm>

### ❖ Chapter Erratum

Page 219, line 18

Change "Police" to "Policy" ... to read "the Bureau of Justice Administration issued a Policy Clarification in 1998"