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Intelligence –Led Policing
An Introduction

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Mission

- Prevent, Control & Reduce Crime
- Public Safety & Security
- Justice and Equity

Core Assumption  Police can affect crime & impact community safety
Drivers for change

- Complexity in policing and the performance culture
- Managing internal risk
- The demand gap
- Economic impact
- Limitations of the standard model of policing
- Organised and transnational crime
- Changes in technology
- Development of Compstat
- 911 and Homeland Security
Police Strategies since the 1980s

- Community policing
- Problem-oriented policing
- Strategic Policing
  - CompStat
  - Intelligence-led policing
Intelligence Led Policing

“Intelligence-led policing is crime fighting that is guided by effective intelligence gathering and analysis—and it has the potential to be the most important law enforcement innovation of the twenty-first century”

Intelligence Led Policing

- A business model and managerial philosophy that uses data analysis and criminal intelligence for objective, decision-making

- to focus police department resources on serious offenses and offenders.

- It is a policing strategy that has been adapted by police departments, in the United States, Australia, New Zealand, Canada, India and continental Europe.

These strategies attempt to be ‘strategic, future oriented and targeted’ in their approach to crime control.

They are representative of a significant and widespread change in the business of policing.

Integrated Intelligence and Crime Analysis

- Originating in the UK in the late 1990’s; intelligence-led policing has commonalities with problem-oriented policing and targeted, proactive Compstat policing.

- Intelligence-led policing requires a greater integration of information, criminal intelligence, and crime analysis to better manage risk and to support proactive policing that targets enforcement and promotes crime prevention.

- This new approach requires police leaders to learn and embrace a new way of thinking about knowledge and risk, and it also demands a new organizational approach for the police department.

Police Foundation  J. H. Ratcliffe 2007
Integrated Intelligence and Crime Analysis

- **criminal intelligence** is the creation of an intelligence knowledge product that supports decision making in the areas of law enforcement, crime reduction, and crime prevention.

- an **intelligence knowledge product** is a product that can influence the thinking of a decision maker. It is the result of a criminal intelligence analysis and could be a written message, a presentation, a verbal report, or some combination of these in a briefing. An intelligence knowledge product could even be a brief telephone conversation if the intelligence is timely and has an effect on the decision making of the recipient of the intelligence.
CompStat Principles

- Accurate and Timely Intelligence
- Effective Tactics
- Focused Deployment of Personnel and Resources
- Relentless Follow-up and Assessment
Origins

- Kent Police (UK) and Sir David Phillips 1996
  - First to practice ‘genuine’ intelligence-led policing
  - Move resources from reactive, crime investigation departments to proactive units
  - Began tactical operations directed by criminal intelligence analysis
  - Promoted greater intelligence gathering
How It Works

Criminal environment

Interpret
3-i model
Impact

Analysis

Influence

Decision-maker
How it Works

- Police analysts interpret the criminal environment
- They produce crime-intelligence that is disseminated to decision-makers
- Decision-makers use the crime intelligence to develop tactical responses that impact on the criminal environment
- Tactical operation’s reduction, prevention and/or disruption of crime is evaluated
DIKI Continuum

- **Data**
  - Data are the observations and measurements we can make about crime

- **Information**
  - Information is data with greater relevance and purpose

- **Knowledge**
  - Data and information with added context, meaning, a particular interpretation

- **Intelligence**
  - Knowledge products can generate understanding, but intelligence products are supposed to generate **action**
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

The intelligence cycle

- Direction
- Collation
- Analysis
- Dissemination
- Feedback & review

& review
Components of Intelligence Led Policing

- Executive team support for and creation of an intelligence-led organizational strategy that is translated into goals and objectives
- An organizational structure, which satisfies internal requirements and meets external demands
- Systematic gathering of crime and offender events, locations, patterns, networks and risk information.
- Analysis and transformation of data into crime intelligence
- Crime intelligence about serious crime and offender patterns is disseminated to operational unit commanders
Components of Intelligence Led Policing

- Operational unit commanders plan and execute tactical enforcement and disruption responses to the crime and offender problems.

- Department-wide emphasis is placed on information sharing and collaborative solutions to crime problems.

- Crime strategy meetings are conducted for ongoing assessment of tactical outcomes with an emphasis on incapacitation by arrest and sentencing offenders and reduction of crime.

- Improved resource allocation, identity and implementation of priorities and crime reduction decisions.

- Acceptance of analysis at the basis of tactical decision making
Components of Intelligence Led Policing

- Intelligence flows freely on and between all organizational levels.
- Operational units operate in conjunction with specialists supporting functions.
- The intelligence process is clearly defined and understood and appreciated by everyone involved.
- The collection of good information, the distillation of actionable intelligence and its proactive use, requires the commitment and drive of managers and the wholehearted participation of all staff.
- Having established the intelligence requirement, it is vital that commitment to securing the information is maintained.
10 yardsticks for intelligence-led policing

1. Supportive and informed command structure
2. Intelligence-led policing is the heart of an organization-wide approach
3. Integrated crime and criminal analysis
4. Focus on prolific and serious offenders and events
5. Analytical and executive training available
6. Both strategic and tactical tasking meetings take place
7. Much routine investigation is screened out
8. Data are sufficiently complete, reliable and available to support quality products that influence decision-making
9. Management structures exist to action intelligence products
10. Appropriate use of prevention, disruption and enforcement
Policing is a work in progress