Index

9/11 terrorist attacks, 14, 26, 205, 223
analysis
competing hypothesis, 142, 178
content, 116
criminal market, 149
Delphi, 133, 180
exploratory tools, 124
Ishikawa diagrams, 136, 174
mind mapping, 216
morphological, 140
paralysis-by, 112, 114
PESTEL, 139, 149
process mapping, 130-1
resiliency theory, 152
secondary data, 120
SWOT, 135
structured vs intuitive, 125
trend, 132
see also futures work
Association of Chief Police Officers
(ACPO) 54
influential reports, 33
see also Baumber report, Pearce
trend report
Audit Commission, 35, 45, 51, 237
Australian Bureau of Criminal
Intelligence, 13, 16-21
Australian Crime Commission, 13,
68, 82, 254
performance, 25
structure and function, 24
Australian Criminal Intelligence
Database (ACID), 256
Australian Customs Service, 17, 23
Australian Federal Police, 16, 128,
212
Australian Illicit Drug Data Report,
120, 259
Australian Institute of Criminology,
14, 18, 82, 122
Australian Law Enforcement
Intelligence Network (ALIEN),
256
Australian Securities and
Investments Commission
(ASIC), 19
Australian Security and Intelligence
Organisation (ASIO), 15-6, 24
Australian Transaction Reports and
Analysis Centre (Austrac), 19
Bali terrorist attacks, 26
Baumber report, 33, 48, 50
Black Bob Craufurd, 30, 42
Black September faction, 14
black swans, 1
Bogdanos, Matthew, 223
British Crime Survey, 104
Butler Inquiry, 1, 109
Canter, David, 34
Carter, David, 188
CCTV, 34, 44
Center for Problem-Oriented
Policing, 122
Christopher, Steve, 51
client
identifying, 66
implicit/explicit engagement
with, 70
managing, 68-75
multiple, 69, 198
collators, 92
collection
classical model, 87
cover covert collectors, 100-1, 239
phenomena research, 87
push model, 94, 100
social science model, 87, 112
theoretical approaches, 86
Commissions, 17
Australian Commission of
Inquiry into Drugs (Williams
Commission), 16
Royal Commission into the
Federated Ships Painters and
Dockers Union (Costigan
Commission), 16

269
Commonwealth Law Enforcement
Arrangements Review (CLER), 19, 22
Commonwealth Law Enforcement
Board (CLEB), 22
Community/crime reduction
partnerships, 6, 10, 34, 198
Compsstat, 212
Condon, Sir Paul, 36
crime
cocaine and heroin, 104, 143
costs of, 157, 253
cross border/regional, 57, 62
drivers, 172
drug importation (as example), 139
franchising (as example), 181
hate, 117
high-tech, 105
mobile phone theft, 96-7
money laundering (as example), 119
Outlaw Motor Cycle Gangs (OMCGs), 258
patterns, 2
properly (as example), 137
terrorism (as example), 141
volume, 58
Criminal Intelligence Service
Canada (CISC), 152, 154, 260
criminal
leaders, 59
specialists, 58
De Bono, Edward, 198
decision-making, 4, 8, 10, 75
framework, 249
influencing, 187, 195
relationship with analysts, 189, 196
sophistication of structure, 200-1
deductive reasoning, 127, 168
defence, 9, 68, 87
demand gap, 49
detectives (investigators), 47, 101, 196, 252
in disguise, 30
view of intelligence, 4, 251
Disruption Attribute Tool, 162
Dutch Parliamentary Commission
on Organised Crime, 156
environmental criminology, 263
European Convention on Human
Rights, 55
European Court of Human Rights,
35
Federal Bureau of Investigation
(FBI), 33
Flood, Brian, 37
future scenarios, 8, 180
futures work
analogies, 180
Devil’s advocate, 183
drivers, 270
events, 269
force field, 176-7
futures wheel, 173
indications and warnings system,
see indicators, early warning
key assumptions, 165
patterns, 270
scenario methods, 181
time frames, 168
time-impact, see trend
trend, 174
wildcards, 183
written estimates, 171
Gantt charts, 209
Gardner, Howard, 197
Gaspar, Roger, 37, 241
Gill, Peter, 243
Glasses Guide, 31
Goldwater-Nichols Reorganization
Act, 232
Grieve, John, 86
Gross, Hans, 29
Harfield, Clive, 115, 251, 263
harm, 148, 154, 157, 178
social, 263, 265
strategic harm approach, 249, 262
Hatherill, George, 31
Heads of Commonwealth
Operational Law Enforcement
Agencies (HOCOLEA), 22
Heuer, Richards, 143
Hilton Hotel bombing, Sydney, 15
Hogan, GP, 257
Home Office, 26, 30, 32, 122, 157
INDEX

Hutton Inquiry, 1
hypotheses, 95, 114
indicators
early warning, 142, 145, 184
protective factors, 150
risk factors, 150
inductive reasoning, 126, 168
informants, 30, 32, 33, 50, 239
intelligence model
Canadian Criminal Intelligence Model, 163
European Intelligence Model, 64, 189
three-i model, 9-10
security intelligence
model/policy, as, 24, 26
Victoria Police Intelligence Model, 215
see also National Intelligence Model
Intelligence Product Framework, 190
intelligence
analyst educational level, 121
assets, 61
black hole, 4, 249
case support, 189, 191
common standards, 48
community, 31
cycle, 7, 9 (limitations), 83, 90, 112-3
definitions, 6, 19, 28
document, 50
estimative, 159, 166-7
gaps, 160
indicators, 97
information designed for action, as 28-9
instantiation criteria, 28
legislative basis, 24
management of units, 49, 71
operational, 6
opportunity, 94
product proposal example, 78-80, 231
relevance, 249
resourcing, 20
strategic, see strategic intelligence
self-fulfilling prophecy, 85, 89, 94,
238, 249, 260
tactical, 6, 189, 218
treatment of control, 3
training, 20, 219, 228
triangulation, 99
intelligence-led policing, 29, 35, 38,
45, 160, 162, 198
definition, 4
interagency collaboration, 222, 255
governance process, 226
Memorandum of
Understanding, 225
stakeholders, 226
unity of purpose, 224
investigations, 21, 93, 102
Ishikawa, Kaoru, 136
John, Tim, 240
Joint Intelligence Committee (JIC), 87
KGB, 205
knowledge sharing, 229
knowledge workers, 235, 241
leadership, 37
liaison officers, 250
logical fallacies, 127
MacVean, Allyson, 115
Maguire, Mike, 240
Mathams, RH, 76
McDowell, Don, 87, 134
megatrends, 132, 174
Metropolitan Police, 29, 37
C11, 32
Criminal Investigation
Department (CID), 30, 32
intelligence section, 31
Flying Squad, 31
Special Duty Squad, 30
Stolen Car Squad, 31
Mintzberg, Henry, 196
mission creep, 76, 121
Mission Essential Task List (METL), 225
National Crime Authority, 13, 16-7,
64, 258
National Criminal Intelligence Service (NCIS), 53
National Criminal Justice Reference Service, 122

271
STATEGIC THINKING IN CRIMINAL INTELLIGENCE

National Intelligence Model, 5, 37, 51-2, 86, 163
analytical toolkit, 188
control strategy, 60-1, 239
origin of name, 53
origins, 51
tactical menu, 57, 60-1
tasking and coordinating process, 60, 62, 195, 231, 239
National Intelligence Requirement (NIR), 87
national security, 68, 166, 198, 223
National Strategic Intelligence Course (NSIC), 21, 233, 260-1
New Jersey State Police, 118, 148, 188, 256
New South Wales Crime Commission, 18
New Zealand Police, 189, 250
Newman, Sir Kenneth, 34, 44
Nicholl, Jonathan, 92
Non-government organisations (NGOs), 75-80 (as example), 105
Office of National Assessments (ONA), 14
Office of Strategic Crime Assessments (OSCA), 22-4
open source information, 106, 254
Operation Anchorage, 128-9
organisational culture, 94, 102, 193
partnerships (see also Community partnerships), 37
Pearce report, 33, 49-50
Pease, Ken, 194
Peterson, Marilyn, 72
Phillips, Sir David, 2, 8, 108, 260
Pickpockets Handbook, 31
Police Service of Northern Ireland (PSNI), 189
police
Operation Nine Connect, 118
operations, 35
over-reliance on data, 248
Policing with Intelligence, 242
policing
community, 34, 48
problem-oriented, 3, 48, 254, 264
see also intelligence-led policing

Powis, David, 32-3
privacy, 35
proactiivy, 2, 47
definition, 35
producer-client model, 69
profiling
behavioural, 34
geographic, 34
project management audit, 213
champion, 214
culture of collaboration, 227
defined, 206
phases, 207-213
project plan, 207
theory, 204
Project Nimbus, 210
Protective Security Review, 15
Queensland Criminal Justice Commission, 18
Racketeer Influenced and Corrupt Organizations (RICO) legislation, 252
Ratchaffe, Jerry, 255
recommendations, 11, 82, 97, 138, 160, 193, 200
PIER, 194
Regulation of Investigative Power Act 2000, 35, 55
Reiner, Robert, 28
research
academic, 110
action, 118
applied, 119
internal, 93
literature review, 108-9
qualitative, 116, 147
quantitative, 116, 147
time pressures, 109, 111
resource allocation, 53
risk assessment, 155
risk
management, 55
law enforcement, to, 59
Rossmo, D Kim, 34
Rowan, Sir Charles, 30, 42
Royal Canadian Mounted Police (RCMP), 153, 162, 261
INDEX

Rumsfeld, Donald, 85
Scotland Yard (see Metropolitan Police)
security clearance/classification, 74, 193
Senge, Peter, 128
Serious Organised Crime Agency (SOCA), 37, 82, 160
Shulsky, Abram, 125
Sleipnir, 153-4
Standing Advisory Committee on Organised Crime and Criminal Intelligence (SCOCJI), 24
Standing Committee on Commonwealth/State cooperation for Protection Against Violence (SAC-PAV), 15, 17
Stanko, Betsy, 117, 264
strategic intelligence requirements, 86
strategic intelligence, 242
analyst’s role, 11, 71, 81, 83
capabilities, 26
defining, 5, 53, 186, 243
institutional context, 13, 236
manager’s role, 71, 232
place within law enforcement, 13
Sun Tzu, 28, 38
surveillance, 30, 32, 239
Swiss heroin experiment, 264
Systems for Investigation and Detection, 35
Szent-Györgyi, Albert, 85
Tackling Crime Effectively, 237, 242
task definition, 66-84, 231
threat assessments national, 157
risk, and, 8, 147, 178
traditional role, 47-8
UK, 52, 61, 87, 243, 253
vulnerability, 155
triage process, 3
victims, 57, 105
Victoria Police, 212
Whitechapel Murders (1888), 30

273