The path to enlightenment: limiting costs and maximizing returns from intelligence-led policy and practice

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Key issues

Policing philosophies
- Rule of law
- Due process
- Rational-legal authority
- Utilitarianism
- Pragmatic
- Rational
- Targeted
- Evidence-based
- Cost-effective

Policing paradigms
- Reactive
- Proactive
- Community-focus
- EBP
- Creative compliance
- Threatens legitimacy
- Influential only at the margins

Variants of ILP
- POP
- Problem solving
- 3i Model
- Predictive policing

Hidden costs
- New skills & technologies
- Requires operational reserve
- Organizational change

The limits of ILP in practice
- Requires operational reserve
- Organizational change

OSCE Annual Police Experts meeting 2016
Policing philosophies

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Policing paradigms

- Reactive
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OSCE Annual Police Experts meeting 2016
Restructuring & realignment

Intelligence cycle

Analytical capability

Intelligence department
The limits of ILP

- Attempt to impose order on chaos
- Creative compliance
- Threatens the established order

- Challenges norms and values
- Threatens legitimacy
- Highlights the inadequacy of organizational memory

- Exposes the anti-intellectualism of policing
- Influential only at the margins

MIND THE GAP
ILP can deliver real benefits at the margins. That is, for specific crime types or high-intensity, short-term, enforcement activities. Used in those ways, organizational equilibrium is maintained and traditional norms and values remain largely undisturbed.

In terms of adherence to rules and staff motivation – experience shows that the greatest success comes from evolutionary, rather than revolutionary, change.

Ultimately the prospects for ILP, just like any other organisational reform, are limited by the extent to which those with real power in the institution believe that change is both in their best interests and will deliver practical benefits for the institution. The evidence suggests that those judgements invariably are based on political rather than operational considerations.
Further reading

Thank you for listening