International Vocational Unit Specification

General information for centres

Unit title: Criminal Intelligence

Unit code: F3R7 47

Unit purpose: This Unit is designed to enable candidates to develop skills and knowledge in the management and use of intelligence in planning and preparing policing operations.

On completion of the Unit the candidate should be able to:

1   Explain intelligence led policing.
2   Develop an approach to intelligence led policing.

Credit points and level: 1 HN credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Recommended prior knowledge and skills: Candidates should have a good working knowledge of general procedures gained through experience of working in a police environment. Candidates could be in or aiming towards an investigative post within a police or law enforcement organisation. Candidates should have good communication, analytical and research skills.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: This Unit can be assessed by a practical exercise in which candidates will examine an approach to intelligence led policing in a context with which they are familiar.

International Vocational Unit Specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Please refer to *Evidence Requirements for the Unit* after Outcome 2.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain intelligence led policing

Knowledge and/or Skills

♦ Characteristics of intelligence led policing
♦ Methods of intelligence led policing
♦ Drivers of intelligence led policing

Outcome 2

Develop an approach to intelligence led policing

Knowledge and/or Skills

♦ Objectives
♦ Gather intelligence
♦ Manage intelligence
♦ Analyse intelligence
♦ Produce an intelligence product
♦ Dissemination of intelligence product
♦ Action plan
♦ Monitoring mechanisms

International Vocational Unit Specification: statement of standards (cont)

Unit title: Criminal Intelligence

Evidence Requirements for the Unit

Candidates will need to demonstrate their Knowledge and/or Skills by showing that they can explain intelligence led policing and develop an approach to intelligence led policing. Candidates should produce a report that covers all knowledge and skill items from Outcomes 1 and 2. This report should cover a specific approach to intelligence led policing which could be adopted in a situation familiar to a candidate. The report should:

♦   relate the approach to the characteristics of intelligence led policing
♦   explain how the approach makes use of suitable methods of intelligence led policing
♦   include specific objectives and reasons for the approach
♦   explain suitable methods to gather, manage and analyse intelligence
♦   identify appropriate intelligence products which stem from the intelligence activity and appropriate methods for dissemination
♦   include a realistic and achievable action plan
♦   refer to relevant and appropriate monitoring mechanisms

Candidates will be given a brief to which they have to respond. Candidates must obtain a mark of 50%, or more for the response to the brief.

Assessment Guidelines for the Unit

Assessment for this Unit can be undertaken holistically. Candidates should base their approach on a situation with which they are familiar.

Candidates should present their evidence in the form of a report in which case it should be about 2,000 words long. A report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

Administrative Information

Unit code: F3R7 47

Unit title: Criminal Intelligence

Superclass category: QH

Original date of publication: July 2008

Version: 01

History of changes:

Version	Description of change	Date

Source: SQA

International Vocational Unit Specification: support notes

Unit title: Criminal Intelligence

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is intended for police officers or staff involved in the investigation of criminal and non-criminal matters. The Unit is suitable, therefore, for candidates following a career path which may include investigation as one of their core duties.

The Unit is designed to consider the broad ethos of intelligence and its management in policing terms. As such it deals with intelligence led policing in general and is not specifically related to one particular approach or to the systems or procedures operated in a particular country. It examines the use of intelligence as a framework and a model on which to prepare for policing interventions.

The Unit is designed to make candidates fully aware of intelligence led policing, its impact on police operations and the benefits that it can bring to the conduct of police work. It seeks to provide candidates with the knowledge and abilities to design, manage and use criminal intelligence as an integral part of a professional investigation process. It also considers how intelligence can be utilised to inform and direct police operations and maximise benefit from limited resources.

The Unit should be contextualised to the particular circumstances faced by candidates. It should focus on the key skills and abilities necessary to prepare and deliver a properly researched intelligence model suitable for application in a candidate's country.

The notes below give further guidance on the context of each Outcome.

Outcome 1 — Explain intelligence led policing

All police services are concerned to maximise the use they make of their valuable resources. To that end intelligence is a highly prized product whereby it provides a facility to direct police resources with a view to resolving community issues or addressing criminal problems.

The responsibility of the police and partner agencies is to ensure the safety and well-being of communities. Efforts directed towards reducing criminality and disorder will impact on the perception of crime by the largest sections of society. Therefore community safety and community reassurance can best be achieved by targeting police resources through the effective use of intelligence.

Utilising effective intelligence means that police services can inform and work in partnership with other agencies to secure community safety and well-being, whilst managing organisational performance and minimising risks. Maximising such relationship can also mean that agencies can look to joint tasking and priorities, resulting in a more co-ordinated public protection agenda. Ultimately, it can also mean that police services have access to a greater pool of information and community intelligence than would otherwise be the case.

International Vocational Unit Specification: support notes (cont)

Unit title: Criminal Intelligence

An intelligence database can take many forms, from a bespoke computerised system to a paper-based process. The best system will be determined by the resources and capability of the organisation. Regardless of the system in use the purpose will be to gather information from a multitude of sources, test its validity and make it available as functional intelligence for operational policing purposes.

More sophisticated processes will undoubtedly exist and they will introduce additional steps in the transition from information to intelligence, and intelligence to operations but the essence of the process is relatively simple and equally effective.

Sources may take many forms from information freely gathered from members of the public, to information purchased from informants. Technology offers many ready sources of intelligence, from the monitoring of communications systems to the interception of mail. In many areas of the world advanced systems such as motor vehicle number plate recognition and CCTV coverage permit policing to become more proactive and utilise information almost as it is being received.

Surveillance techniques, other than those already referred to are a further source of intelligence that contribute to a richness of information. The determining factor as to its usefulness as intelligence is the reliability and accuracy of the information and the contribution it may or may not make to the organisation.

In determining the usefulness of information in its raw format, certain judgements will require to be made to determine issues such as the validity, reliability and accuracy of the raw data. Clearly the more sources contributing to the pool of information then the more reliable and accurate that intelligence is likely to be. In all cases a mechanism will be required to determine, or to indicate, these factors.

A critical factor surrounding all intelligence is security. This means security of sources and security of the intelligence material. Failure to secure both can result in operations, individuals or the organisation being compromised.

Analysis of intelligence, combined with reliable statistical data (crime figures and trends) can provide invaluable assistance to police operations. Police resources can be targeted at areas of criminal activity or at specific types of crime or at individuals who habitually are involved in crime or disorder based on the accurate analysis of available intelligence and data. This is particularly valuable in targeting well protected criminal activity.

Outcome 2 — Develop an approach to intelligence led policing

Intelligence can be used to inform operational objectives that are already established, or it will cause objectives to be formulated in response to the intelligence received. Both applications are entirely valid and appropriate use of intelligence. From a police managers perspective however, the objectives should be clear and the outcomes anticipated should be specific. In setting any objectives it is best to have a format to follow which provides consistency and clarity. One example is SMART objectives setting, that is objectives that are Specific, Measurable, Achievable, Realistic and Timebound. In this way it is very clear what is to be achieved and if it is to be successful there must be adequate resources targeted at defined results.

International Vocational Unit Specification: support notes (cont)

Unit title: Criminal Intelligence

Intelligence will come in many forms and can influence police operations at many levels, national (including terrorism and organised crime), cross border (which can also include the foregoing) or local. Within the spread of intelligence levels there are also priorities and risks.

Priorities will be determined by police commanders, in consultation with partner agencies, but whenever issues — be they operations or intelligence — are prioritised there is within that process an inherent risk of prioritising the wrong issue or selecting the wrong intelligence and ignoring more relevant matters.

This is specifically true of information and intelligence. The process of refinement from information to intelligence effectively means that some information is disregarded or seen as less important than other information. This sifting process carries inherent risks and should therefore be tackled in a balanced, informed and structured way that minimises the risk and ensures the validity of the resultant intelligence. For this reason, it is often required that the process of transforming information to intelligence requires a degree of pro-activity that will cause sources or source material to be verified or checked by 'field officers'. Whether it is controlled or validated, intelligence requires to be managed to be used to best effect.

All information, having been processed and assessed will become a product of intelligence. Once there is a product, it requires to be delivered over the most convenient and effective mechanism ensuring that the product reaches its market place, in this case the operational police officers and staff.

Key intelligence products are:

♦ Strategic Assessment — an overall high level assessment of threats or issues.
♦ Tactical Assessment — shorter term consideration of actions against priorities or goals, updates on operations, forthcoming events, resourcing issues etc.
♦ Problem Profile — detailed consideration of an issue. This might be drug or crime related, gang culture or a consideration of a particular high crime or problem area. It will contain recommended responses based on PIE — prevention, intelligence and enforcement.
♦ Target Profile — similar to problem profile but focussing on an individual subject, or a repeat victim or a vulnerable witness. This might be referred to as a 'subject profile'. It will also contain PIE responses, as above.

Personal and structured briefings are the most obvious way of disseminating intelligence in police operations. However, the assumption is that police officers and staff can all be in the same place at the same time to receive the briefing. For very practical reasons this cannot always be the case and alternatives have to be considered.

Where structured briefings are planned they should follow certain basic principles to ensure that they are effective, utilise existing intelligence and inform police operations. These are based around six core questions which will frame the briefing, they are:

♦ What is happening or has happened?
♦ When?
♦ Where?
♦ Who is involved?
♦ What are the objectives of the operation?
♦ What is my task?

International Vocational Unit Specification: support notes (cont)

Unit title: Criminal Intelligence

Following an intelligence led operation, good practice would suggest a debrief when further questions will form the purpose:

♦   How did the operation go?
♦   Was the objective achieved?
♦   What have we learned?

Police operations will inevitably be initiated as a consequence of a decision at a higher level in the organisation. This will almost certainly be led by a tasking and co-ordinating group which is at the heart of intelligence-led policing. When such activities are being developed it is best that they are defined within a clearly stipulated Action Plan which defines what is to be done and why and incorporates the objectives of the operation, the intelligence available, the resources provided and potential deployments that should achieve a successful conclusion.

A tasking and co-ordinating group will review an assessment of a problem, then task its resources to tackle the problem utilising the best intelligence available. It will then co-ordinate the subsequent activity to ensure that its resources are appropriately deployed to maximise impact and achieve the best results.

A strategic tasking and co-ordinating group will decide upon the goals and priorities (objectives) for the organisation based on its strategic assessment and control strategies. The control strategy will focus on three areas for each priority; prevention; intelligence and enforcement.

A tactical tasking and co-ordinating group will meet more frequently than the strategic group and will be tasked and directed by the higher level determinations.

The purpose of a tactical group is to:

♦   review performance
♦   allocate resources
♦   issue tasks
♦   monitor progress
♦   commission target and problem profiles
♦   identify emerging threats or issues

All police operations demand resources and are ultimately judged against a criteria, ie was an arrest made, was criminality prevented; which is why it is important to be clear about objectives and specify them clearly as they will be the basis of critical judgement.

Measuring success ultimately is dependant on identified goals and targets for intelligence led operations. Each operation should be identified by an assessment (whether at strategic or tactical level) and informed by intelligence. This will result in production of the Intelligence products which should direct and guide the operation.

The assessment of the effectiveness of an Intelligence-led operation is then based on the achievement of identified goals and targets. Without first determining what is to be achieved from the outset, there can be no measure of success or impact. Equally, valuable resources may be squandered through activities without focus or direction.

Unit title: Criminal Intelligence

When activity is complete it is important that not only is that activity evaluated and assessed but that the results are reported and clear communication channels should be provided for this to occur.

The reputation of intelligence led police operations will be enhanced by accurate and relevant reporting but can also be tarnished by inactivity or inaccuracies. It is therefore important that reports are focussed on goals and accurate in content and submitted timeously at the conclusion of operations.

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a development programme for police officers and staff seeking to work in an investigative role in a police or law enforcement environment. The main candidate group is likely to comprise of individuals who work in police or law enforcement organisations outwith Scotland.

It is critical in the delivery of this Unit that it is related as closely as possible to the policing operations which candidates actually encounter. Throughout the delivery of the Unit candidates should be encouraged to relate the ideas to their own particular situation. They should be encouraged to identify specific circumstances where intelligence led policing can be applied to situations with which they are familiar. They can also consider ways in which intelligence led policing can be undertaken in the work they do and the benefits that could accrue from adopting it. They should be encouraged also to consider lessons from the experience of other countries and how these might impact on their own situation.

For the assessment candidates would be asked to prepare a report based on an approach to intelligence led policing in a situation familiar to them. It is not necessary for this approach to actually have been adopted but it should be one which would be realistic in the circumstances. In some cases, it may be possible for some candidates to base their assessment on an aspect of intelligence led policing which they or others have introduced.

Open learning

This Unit is particularly suitable for Open Learning as candidates should be able to acquire the relevant knowledge by working through the distance learning material which will be available for this Unit. Appropriate arrangements would need to be made for assessment and quality assurance.

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (**www.sqa.org.uk**).

General information for candidates

Unit title: Criminal Intelligence

This Unit forms part of a series of International Vocational Awards developed by SQA and the Scottish Police College which focus on policing. This Unit centres on criminal intelligence and the role that intelligence can play in an investigation. It has been designed to offer personal developmental opportunities to police officers and staff who are involved in the investigation of criminal and non-criminal matters.

The Unit will provide you with detailed knowledge and understanding of criminal intelligence. It will enable you to explain the key ideas which underpin intelligence led policing and consider what benefits it might bring to the policing operations with which you are involved. The Unit also provides you with an opportunity to apply the knowledge you have gained to a policing situation with which you are familiar. You will be asked to develop and justify an approach to intelligence led policing in a particular situation that you know of. You will be given a brief which will explain exactly what you have to do. You will not however be required to implement this approach.

You will be required to produce a report on the approach which you have developed. This will form the basis of the assessment for the Unit. You will be given a mark for this report and you will successfully complete the Unit if you achieve a mark of 50% or more for this report.