



**NPIA**  
National Policing  
Improvement Agency

**PROFESSIONAL PRACTICE**

**This PDF file contains interactive links to help you navigate the document quickly.**

- ▶ Clicking on any of the items in the main list of Contents will take you directly to the page listed.
- ▶ To immediately access items cross-referred within this document, and any web links shown, click on those items appearing in colour.
- ▶ To return to the main list of Contents, simply click on the title line at the foot of each page.



**NPIA**  
National Policing  
Improvement Agency

PROFESSIONAL PRACTICE

# PRACTICE ADVICE ON RESOURCES AND THE PEOPLE ASSETS OF THE NATIONAL INTELLIGENCE MODEL

# 2007

Produced on behalf of the Association of Chief Police Officers  
by the National Policing Improvement Agency

This practice advice contains information to assist policing in the United Kingdom.

It is not protectively marked under the Government Protective Marking Scheme.

The decision to make the content, or any part of it, publicly available or not, rests with the copyright holders. They have agreed to make it available to the police and partner agencies on condition that these agencies do not make it publicly available, for example, on internet sites.

Application for disclosure under the Freedom of Information Act 2000 should be sent to the NPIA Information Compliance Unit at <InformationDesk@npia.pnn.police.uk>. The Information Compliance Unit will be responsible for notifying ACPO and the Police Central Referral Unit.

#### **PRACTICE ADVICE ON RESOURCES AND THE PEOPLE ASSETS OF THE NATIONAL INTELLIGENCE MODEL**

This document has been produced by the Professional Practice Unit of the National Policing Improvement Agency (NPIA) on behalf of the Association of Chief Police Officers (ACPO). It will be updated according to legislative and policy changes and re-released as required.

The NPIA was established by the Police and Justice Act 2006. As part of its remit the NPIA is required to develop policing doctrine, including practice advice, in consultation with ACPO, the Home Office and the Police Service. Practice advice produced by the NPIA should be used by chief officers to shape police responses to ensure that the general public experience consistent levels of service. The implementation of all practice advice will require operational choices to be made at local level in order to achieve the appropriate police response.

All enquiries about this practice advice should be addressed to:

Specialist Operations Centre  
Wyboston Lakes, Great North Road, Wyboston, Bedfordshire MK44 3BY

Telephone: 0870 241 5641

Email: [soc@npia.pnn.police.uk](mailto:soc@npia.pnn.police.uk)

#### **Acknowledgements**

ACPO and the NPIA would like to express their thanks to all those involved in the drafting of this document and to members of the ACPO Steering Group and the ACPO NIM Working Group who gave their advice. All of the responses during the consultation phase of this project were appreciated and contributed to the final document.

© Association of Chief Police Officers 2007

© National Policing Improvement Agency 2007

All rights reserved. No part of this publication may be reproduced, modified, amended, stored in any retrieval system or transmitted, in any form or by any means, without the prior written permission of the National Policing Improvement Agency and the Association of Chief Police Officers or their duly authorised representative.

# CONTENTS

<b>INTRODUCTION</b> .....	<b>5</b>
Purpose of this Practice Advice .....	6
Practice Advice and Minimum Standards .....	7
Practice Advice and Diversity .....	7
<b>Section 1 FORCE INTELLIGENCE CAPABILITY</b> .....	<b>9</b>
1.1 Force Intelligence Capability .....	10
1.2 Analysis .....	10
1.3 Force Intelligence Unit .....	10
1.4 Covert Resources .....	11
1.4.1 Covert Operations Teams .....	11
1.4.2 Dedicated Source Management .....	12
1.4.3 Telecommunications Single Point of Contact (SPOC) .....	13
1.4.4 Authorities' Bureau .....	13
1.4.5 Technical Support .....	13
1.4.6 Confidential Unit .....	14
1.4.7 Covert Advice and Planning .....	14
1.5 Crimestoppers .....	14
1.6 Financial Investigation .....	14
1.7 Management of Sex Offenders and Other Dangerous Offenders .....	15
1.8 Prison Intelligence and Liaison .....	16
1.9 Football Intelligence .....	16
1.10 Special Branch .....	16
1.11 The Management of Police Information .....	17
<b>Section 2 INTELLIGENCE UNIT STRUCTURE</b> .....	<b>19</b>
2.1 Purpose of an Intelligence Unit .....	20
2.2 Relationship Between Force and BCU Intelligence Units .....	20
2.3 Intelligence Unit Structure .....	20
2.3.1 Structure .....	20
2.3.2 Function .....	22
2.3.3 Organisation .....	24
2.4 Information and Intelligence Management in Action .....	25
<b>Section 3 NON-INTELLIGENCE SPECIALIST ROLES</b> .....	<b>27</b>
3.1 Association of Chief Police Officers (ACPO) Lead .....	28
3.2 Tasking and Co-ordination Group (T&CG) Chairs .....	28
3.3 Finance and Human Resource Managers .....	29
3.4 Tasking and Co-ordination Action Managers .....	30
3.5 Plan Owners .....	31
3.6 Resource Owners .....	32
3.7 Team Leaders .....	32
3.8 Taskable Human Resources .....	33
3.9 Other Non-Intelligence Specialist Responsibilities .....	33

# CONTENTS

<b>Section 4 INTELLIGENCE UNIT ROLES</b> .....	<b>37</b>
4.1 Director of Intelligence .....	38
4.2 Intelligence Managers .....	39
4.3 Intelligence Unit Supervisors .....	40
4.4 Intelligence Officers .....	41
4.5 Intelligence Support Officers .....	42
4.6 Principal Analysts .....	43
4.7 Senior Analysts .....	44
4.8 Higher Analysts .....	44
4.9 Analysts .....	45
4.10 Researchers .....	46
4.11 Other Intelligence Specialist Roles Essential for the Effective Application of NIM .....	46
<b>Section 5 STAFF DEVELOPMENT</b> .....	<b>49</b>
5.1 Purpose of Role Profiles .....	50
5.2 Role Profiles and Assessing Performance .....	51
5.2.1 Non-Intelligence Specialist Roles .....	51
5.2.2 Intelligence Unit Roles .....	54
5.2.3 Other Intelligence Specialist Roles .....	54
<b>Appendix 1 INTELLIGENCE TRAINING</b> .....	<b>55</b>
<b>Appendix 2 GLOSSARY</b> .....	<b>57</b>
<b>Appendix 3 REFERENCES</b> .....	<b>65</b>
<b>Appendix 4 CONTACT LIST</b> .....	<b>67</b>

## Summary of Checklists

Checklist 1	Responsibilities for the ACPO Lead .....	28
Checklist 2	Responsibilities for T&CG Chairs .....	29
Checklist 3	Responsibilities for Finance and Human Resource Managers .....	30
Checklist 4	Responsibilities for Tasking and Co-ordination Action Managers ...	30
Checklist 5	Responsibilities for Plan Owners .....	31
Checklist 6	Responsibilities for Resource Owners .....	32
Checklist 7	Responsibilities for Team Leaders .....	32
Checklist 8	Responsibilities for Taskable Human Resources .....	33
Checklist 9	Responsibilities for the Director of Intelligence .....	38
Checklist 10	Responsibilities for Intelligence Managers .....	39
Checklist 11	Responsibilities for Intelligence Unit Supervisors .....	40
Checklist 12	Responsibilities for Intelligence Officers .....	41
Checklist 13	Responsibilities for Intelligence Support Officers .....	42
Checklist 14	Responsibilities for Principal Analysts .....	43
Checklist 15	Responsibilities for Senior Analysts .....	44
Checklist 16	Responsibilities for Higher Analysts .....	45
Checklist 17	Responsibilities for Analysts .....	45
Checklist 18	Responsibilities for Researchers .....	46

## Summary of Diagrams

Figure 1	The NIM Business Process .....	6
Figure 2	BCU Intelligence Structure .....	20
Figure 3	Creation of an Intelligence Product. ....	22
Figure 4	Organising an Intelligence Unit .....	24
Figure 5	Information and Intelligence Management in Action .....	26
Figure 6	Other Non-Intelligence Specialist Responsibilities .....	34
Figure 7	Intelligence Specialist Roles .....	47
Figure 8	Example Role Profile .....	50
Figure 9	Activities for Non-Intelligence Specialist Roles .....	52



# INTRODUCTION

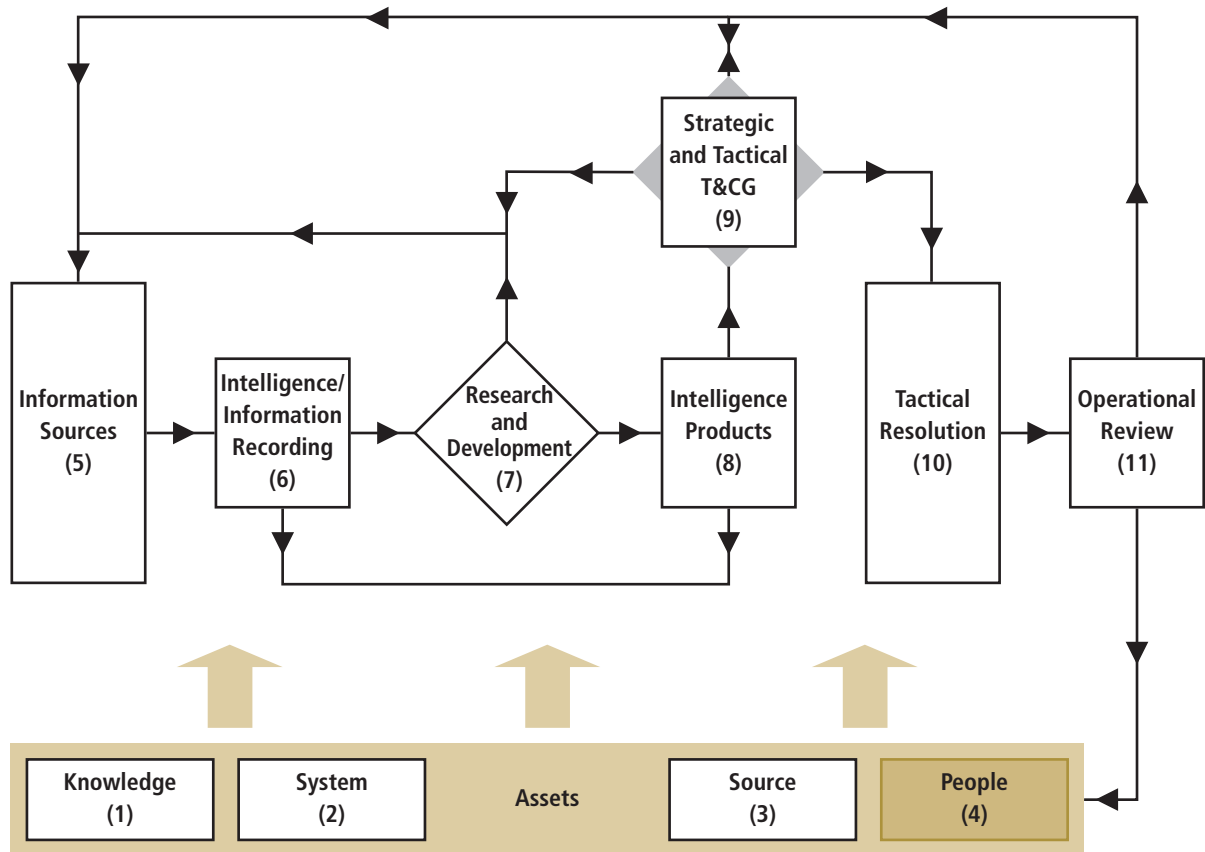
This section explains:

- The purpose of this practice advice;
- The relationship of this practice advice to *ACPO (2005) Guidance on the National Intelligence Model*;
- How this practice advice relates to the National Intelligence Model (NIM) minimum standards.

## PURPOSE OF THIS PRACTICE ADVICE

This document provides advice about the functions of intelligence units and the roles of the people that work within them. An effective intelligence unit is essential to the effective working of NIM. NIM is a business process which allows police managers to make informed decisions about service delivery, based on an objective assessment of demand. **Figure 1** shows how the elements of NIM work together to manage the delivery of policing services. For more information about NIM, see *ACPO (2005) Guidance on the National Intelligence Model*.

Figure 1 The NIM Business Process



This practice advice focuses on people assets, including staff roles and the structure of the units in which they work. It builds on the role descriptions provided in *ACPO (2005) Guidance on the National Intelligence Model* to explain in detail the roles required for intelligence units to operate effectively.

This practice advice is designed for use within forces at basic command unit (BCU) and force level. It should be read by those responsible for the running of tasking and co-ordination meetings and those managing intelligence units. It should also be read by human resource managers and training managers. The practice advice also provides useful information to staff undertaking any of the identified roles within the document.

An ACPO project to develop regional intelligence units across England and Wales will create a regional style of Level 2 working. Forces must ensure that during the implementation phase they adapt the working arrangements of their force to facilitate the regional style of working.

## PRACTICE ADVICE AND MINIMUM STANDARDS

This publication is an advisory document. Its adoption is at the discretion of chief officers. The content is based on the effective practice of forces across England and Wales and should be used as a model by all forces. This practice advice will assist forces to meet NIM minimum standards by providing information about the roles of intelligence professionals and giving examples of effective practice for intelligence units.

There are several NIM minimum standards that identify the required roles for NIM and that describe the work that intelligence units should carry out. Throughout this practice advice where a role or responsibility within a role corresponds with a specific minimum standard, it is identified in the text. Further details of these requirements and how to meet them can be found in *ACPO (2005) Guidance on the National Intelligence Model, Appendix 2*. Compliance with minimum standards is assessed by Her Majesty's Inspectorate of Constabulary (HMIC) as part of the baseline assessment process.

## PRACTICE ADVICE AND DIVERSITY

This publication includes checklists of the roles and responsibilities that are required to make NIM work. In addition to these responsibilities, all members of staff must maintain standards with regard to human rights and diversity when carrying out their work. Each member of staff has personal responsibility to promote diversity and human rights. They should also display respect for race and diversity. These behaviours should be evident in the role profile of all staff, at an appropriate level for their rank or grade, regardless of their specific role within NIM.



# Section 1

## FORCE INTELLIGENCE CAPABILITY

This section explains:

- The resources that a force must have with regard to intelligence;
- The functions that should be carried out within the force intelligence capability.

## 1.1 FORCE INTELLIGENCE CAPABILITY

A chief officer of ACPO rank should have the responsibility for the force level intelligence capability. The Director of Intelligence has responsibility for the day-to-day management of the force level intelligence capability.

The force intelligence capability should be able to carry out the following core functions:

- Analysis;
- Force intelligence unit;
- Covert resources;
- Crimestoppers;
- Financial intelligence;
- Management of sex offenders and other dangerous offenders;
- Prison intelligence;
- Football intelligence;
- The management of police information.

Each force should decide how each function will fit and be managed in their organisational structure. The Director of Intelligence must ensure that there is a good information flow between all the functions throughout the tasking and co-ordination process.

The degree of integration between special branch and the force intelligence capability will vary from force to force, but it is important to establish strong links between them. This is to ensure that information is shared and the control strategy and intelligence requirement are communicated.

Each force intelligence function is described in more detail in the following subsections.

## 1.2 ANALYSIS

Intelligence analysts collect, review and interpret a range of information in order to make inferences and describe why a situation has, or might, occur. To contribute to intelligence products the analyst uses recognised tools and techniques to analyse crimes, incidents, future events and other information. Together with subject specialists they also make recommendations for prevention, intelligence and enforcement actions.

This function is necessary for the force intelligence unit to make effective use of information in the creation of force intelligence products, control strategy and intelligence requirement.

For more information regarding analysis, see *ACPO (forthcoming) Practice Advice on Analysis* and *ACPO (2005) Major Incident Analysis Manual*.

## 1.3 FORCE INTELLIGENCE UNIT

The force intelligence unit provides a service to the whole force intelligence capability. It is usually known as the force intelligence bureau (FIB). The unit has a dual role to provide an intelligence-led response to crime and disorder at force level and to assist BCU intelligence units.

The force intelligence unit deals with all incoming intelligence, including from outside the force, for example, from crime and disorder reduction partners, other law enforcement agencies, and other police forces. The force intelligence unit is responsible for evaluating, developing, analysing and disseminating intelligence to BCU intelligence units, other departments, other forces and other partner organisations where it is needed. The key function of the force intelligence unit is to provide intelligence products, which highlight threats and risk, for the force strategic and tactical tasking and co-ordination process.

For more information on the structure and function of the force intelligence unit, see [2.3 Intelligence Unit Structure](#).

## 1.4 COVERT RESOURCES

The intelligence capability should be closely linked to, and have access to, covert resources. Covert resources make an important contribution to effective intelligence-led policing. These resources should include:

- Covert operations teams;
- Dedicated source management;
- Telecommunications single point of contact (SPOC);
- Central authorities' bureau (CAB);
- Technical support unit (TSU);
- Confidential unit;
- Covert advice and planning.

Access to covert resources must be managed through the tasking and co-ordination process. This is necessary to ensure that covert activity is focused on the control strategy and intelligence requirement. It also ensures that all tasks are appropriate and are managed and regulated properly.

### 1.4.1 COVERT OPERATIONS TEAMS

Covert operations teams are regularly deployed within communities and in the investigation of serious crimes to gather information for use as evidence to support prosecutions, or to gather intelligence in order to build up a composite picture. Examples of covert operations are:

- Surveillance;
- Specialist operational support, eg, aerial reconnaissance;
- Undercover operations, eg, test purchase or decoy techniques;
- Intrusive surveillance, including access to public communications systems.

There should also be a capability within a force to ensure that some non-intrusive covert activity can take place in BCUs. This will enable intelligence units to develop information for use in intelligence products. Each BCU intelligence unit should have staff able to carry out non-intrusive surveillance techniques such as urban observation posts and foot surveillance.

Information resulting from a covert deployment must be recorded on force intelligence systems. Making such information available on police force systems can expose the tactics used and the people involved. Systems must be in place to minimise this risk, while ensuring that the information remains accessible.

Using covert operations teams can result in significant benefits. Covert deployments generate large amounts of information that are both directly related to and unrelated to the operation. These teams can gain information that it may not be possible to gather by other means. This information can also help to confirm existing intelligence.

For more information on covert operations teams, see *ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques*.

#### 1.4.2 DEDICATED SOURCE MANAGEMENT

---

A dedicated source management function needs to provide a twenty-four-hour service for the management of covert human intelligence sources (CHIS). It ensures compliance with the Regulation of Investigatory Powers Act 2000, the integrity of source management, and the development of skills for those involved in the management of CHIS.

The authorising officer has a legal responsibility for the oversight of the activity of all dedicated source management units within an organisation. They are responsible for giving the correct authorisation before any source can be tasked. The authorising officer ensures consistency of standards and has the authority to direct resources in line with the control strategy, intelligence requirements and tasking and co-ordination processes.

The dedicated source management unit is staffed by a CHIS controller, CHIS handlers and support staff. The CHIS controller is responsible for the supervision, management and control of staff in the unit. The CHIS handlers are responsible for the day-to-day management and recruitment of CHIS.

The benefits that can be established from having a dedicated source management include:

- Focused recruitment in support of objectives;
- Higher standards of professionalism for all source management staff;
- Improved understanding of criminality and criminal behaviour;
- Focused tasking in line with the intelligence requirement;
- Increased security of information;
- Enhanced source control;
- More arrests per source;
- Increases in seizures of illicit material, including stolen property and drugs.

The force intelligence capability should include a dedicated source management function. Dedicated source management may also be a function within special branch and professional standards departments. Each BCU should also have access to a dedicated source management function which can provide a service at BCU level. Large BCUs should have their own dedicated source management unit, but smaller BCUs may group together to share the services of a dedicated source management unit.

Further information relating to dedicated source management, including the minimum standards, is outlined in the restricted document *ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS)*.

### 1.4.3 TELECOMMUNICATIONS SINGLE POINT OF CONTACT (SPOC)

---

The Telecommunications SPOC function is responsible for the management of all issues regarding the acquisition and retention of communications data. This includes information relating to the use of a public communications service but does not include the content of the communication. For a full definition of communications data, see the Regulation of Investigatory Powers Act (2000) section 21(4).

All forces must have a telecommunications SPOC. It is the single point of contact for all police staff and external organisations for issues regarding accessing evidence or intelligence from communications data.

The telecommunications SPOC function consists of highly trained and accredited staff. They have expert knowledge of the processes and law regarding the acquisition and retention of communications data. When available and used correctly, telecommunications information can reveal a large amount of information that it may not be possible to obtain using other methods, but can reveal a wide range of details about a subject and their associates.

For more information see *Home Office (draft) Acquisition and Disclosure of Communications Data. Revised Draft Code of Practice for Public Consultation (Dec 2005)*.

### 1.4.4 AUTHORITIES' BUREAU

---

The central authorities' bureau (CAB) is a centrally located unit that manages and facilitates the authorisation process concerned with the Regulation of Investigatory Powers Act (2000) and the Police Act (1997) Part III, at force level.

The CAB enables dedicated staff to build a body of knowledge relating to intelligence processes and provides a centralised facility for the administration and management of authorities. It also enables staff working within the intelligence and covert field ready access to intelligence from specialist sources such as covert surveillance.

There should be a capability within force to ensure that covert activity that takes place within BCUs is properly authorised and managed. Each BCU intelligence unit should have a BCU authorities' gatekeeper, who will liaise directly with the CAB and provide the appropriate management for covert activity.

For more information on the CAB and BCU authorities' gatekeeper, see *ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques*.

### 1.4.5 TECHNICAL SUPPORT

---

At force level there should be the facility to procure, house, maintain, manage, and deploy technical support for force operations.

The TSU manager and procurement officer are responsible for the purchase of technical equipment. This ensures that high technical standards are maintained and that health and safety regulations are complied with.

For further information see *ACPO (2004) Deployment Standards for Technical Support in Tackling Volume Crime* and *ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques*.

#### 1.4.6 CONFIDENTIAL UNIT

---

Confidential units should be set up to manage the results of operations using communications interceptions and to manage changes to interception technology. A confidential unit can also manage highly sensitive CHIS issues, the deployment of covert monitoring posts and the dissemination of information from these and other sensitive covert techniques.

More information on confidential units can be found in *ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques*.

#### 1.4.7 COVERT ADVICE AND PLANNING

---

This is a covert resource that should be available within a force. Appropriate advice and planning will ensure:

- Appropriate use of covert techniques;
- Effective operational planning;
- Necessary authorities are obtained;
- Intelligence gathered from covert activity is appropriately handled;
- Disclosure of evidential material from covert activity is appropriately handled.

More information on covert advice and planning can be found in *ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques*.

### 1.5 CRIMESTOPPERS

Crimestoppers is a confidential means for the public to report crime, criminal behaviour and suspicious activity to the police. Each force must have a capability to provide a single point of contact for information that has been volunteered through Crimestoppers. A force must be able to record, research, develop and analyse this information so that it can be used to identify trends and patterns, fill intelligence gaps and contribute to intelligence products.

For more information on Crimestoppers, see *ACPO (2005) Manual of Guidance – Law Enforcement Use of Crimestoppers*.

### 1.6 FINANCIAL INVESTIGATION

Force intelligence must have the capability to deal with financial intelligence. It should maintain close links with the financial investigation unit to take advantage of the financial information contained within Serious Activity Reports (SARs).

SARs are generated by the regulated financial sector when suspicions arise concerning money laundering or terrorist activity. SARs are sent to the Serious Organised Crime Agency (SOCA) and are then disseminated to forces via the Elmer database. The Elmer database is usually located within the force intelligence capability or the financial investigation unit.

Where the Elmer database is located within the force intelligence capability, there will be an intelligence analyst with financial investigation training, a financial investigator and SARs development officers. These staff will be responsible for receiving the SARs from the financial investigation unit and developing and analysing the information so that it can be used by the intelligence unit and the financial investigation unit. Where the Elmer database sits within the financial investigation unit, a process should be in place for the intelligence capability to make use of intelligence from the SARs.

There can be significant benefits from using financial information. It can reveal details about a suspect's lifestyle, financial status and the identification of a suspect's associates. It can, therefore, lead to improved investigation of acquisitive crime. Financial information can be developed and analysed to establish patterns and trends, fill intelligence gaps and contribute to intelligence products. The use of financial information can also negate the need for expensive alternative methods of information gathering, for example, surveillance.

For more information on financial investigations and SARs, see *ACPO (2006) Practice Advice on Financial Investigation*.

## 1.7 MANAGEMENT OF SEX OFFENDERS AND OTHER DANGEROUS OFFENDERS

The intelligence capability plays a key role in proactively identifying, assessing and managing the risk of serious harm from sexual or violent offenders and other potentially dangerous persons (PDPs) who pose a risk of serious harm. It is, therefore, important that the intelligence unit maintains strong working relationships and information sharing arrangements with the Public Protection Unit (PPU) or force equivalent.

PPU officers working with Multi-Agency Public Protection Arrangements (MAPPA) obtain large amounts of information relating to sexual or violent offenders, as well as information that can be used in other areas of policing. This information should be submitted to the intelligence capability and recorded. PPU officers should have an understanding of force and BCU priorities so that they can understand how information they receive can be used in other areas.

When relevant intelligence regarding sexual or violent offenders and PDPs is received by the intelligence capability, each force should have a system in place to ensure that they are suitably flagged with sufficient information for operational officers and other staff to take the immediate actions required to protect the public.

Evaluated information and intelligence relating to MAPPA offenders and PDPs should be assessed and discussed at weekly intelligence meetings and, where appropriate, brought to the relevant tactical tasking and co-ordination group (TT&CG). In urgent cases such information and intelligence should be brought to the daily management meeting (DMM) for action. It is, therefore, necessary for PPUs to be represented at the DMM, weekly intelligence meeting and fortnightly TT&CG.

The use of intelligence relating to the management of sexual or violent offenders can result in significant benefits for policing. A large amount of information is generated from the management of sexual or violent offenders and PDPs, and this can be used to identify details about an offender's lifestyle, associates and links to other areas of criminality. The Violent and Sex Offender Register (ViSOR) and the Impact Nominal Index (INI) hold nationally shared information on sexual and dangerous offenders and PDPs. These systems can be a key source of information that can be further researched, developed and analysed in order to fill intelligence gaps, identify trends and contribute to intelligence products.

For more information on MAPPA, ViSOR, INI and the management of sexual or violent offenders and PDPs, see *ACPO (forthcoming) Guidance on Protecting The Public: Managing Sex Offenders and Violent Offenders*.

## 1.8 PRISON INTELLIGENCE AND LIAISON

The prison intelligence function aims to manage the collection, evaluation and appropriate dissemination of information relevant to the prison estate. Each prison establishment will have at least one nominated police officer working as a prison intelligence officer. The prison intelligence officer assists various law enforcement agencies and other partners in preventing, detecting and prosecuting crime. This function allows for the development of an in-depth knowledge of prisons and prison procedures with officers acting in an advisory role to the Prison Service and the police.

At force level, there must be the capability to develop meaningful profiles of criminals who are held in custody or due to be released into the community. This is likely to include defined priority and prolific offenders who fall within control strategy priorities, and sex offenders and other dangerous offenders who pose a high risk.

Prison intelligence can result in significant benefits. Information can be obtained on criminal networks, criminal business profiles and subject profiles. It can provide new information that cannot be gathered by any other means and can also help to confirm existing intelligence.

For more information see *ACPO (forthcoming) Practice Advice on Prison Intelligence*.

## 1.9 FOOTBALL INTELLIGENCE

All forces that have responsibility for football grounds covered by the Football (Disorder) Act 2000 should appoint a football intelligence officer for each club. The football intelligence officer is primarily responsible for directing, collecting, evaluating, analysing and disseminating intelligence in order to reduce football-associated crime and disorder. They prepare initial, interim and final intelligence assessments for each identified event, and accurate and up-to-date subject profiles on individuals involved in football-related crime.

Football intelligence can result in benefits that can be vital in determining the strategy, tactics, resource levels and support services required for any football event. It can reveal details such as criminal network profiles surrounding match day events, for example, ticket touting, racist chanting, vehicle crime and drugs. Football intelligence can also lead to benefits for other areas of policing. It can reveal information regarding a suspect's lifestyle, associates and links to other areas of criminality, such as violent crime and anti-social behaviour.

For more information regarding football intelligence see:

<http://www.genesis.pnn.police.uk>

## 1.10 SPECIAL BRANCH

Special branch and counter-terrorism units have specific responsibility for gathering information and assimilating intelligence on matters relating to national security, domestic extremism, terrorism and other unlawful subversive activity.

Although special branch units operate in a specialist arena, such units remain an integral part of a force intelligence structure. The roles identified in this practice advice should be adopted as a minimum standard. Special branch units should use NIM structures and products and follow processes and procedures identified in *ACPO (2006) Guidance on the Management of Police Information* and the restricted document *ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS)*. This will ensure a corporate and common approach to intelligence management. Additional roles and functions may be identified to manage the relationship and flow of information with other agencies, for example, the security services.

Information gathered within special branch units can be relevant to identified priority policing issues such as criminal damage, violence, and public disorder. It is important that there is a flow of information between special branch and the rest of the force intelligence structure so as to assist in formulating strategies to reduce community tension and fear of crime.

### 1.11 THE MANAGEMENT OF POLICE INFORMATION

For NIM to work effectively it must be fed by accurate, timely and well-managed information. *ACPO (2006) Guidance on the Management of Police Information* provides guidance to forces on how to achieve this. The ACPO NIM lead should ensure that the force reaches compliance with MoPI Threshold Standards so that the NIM process can work effectively.

Forces should have the capability to manage all aspects of police information. There should be an information management function to ensure that records are managed throughout their lifecycle, from creation to disposal, so that the integrity and evidential weight of police information is not compromised. This quality assurance role must be carried out in relation to force and national systems and includes the maintenance and updating of those systems. Examples of these systems might include:

- The Impact Nominal Index (INI);
- The Police National Computer (PNC);
- Automated Number Plate Recognition (ANPR);
- Intelligence recording systems;
- Crime recording systems;
- Incident or command and control systems.



# Section 2

## INTELLIGENCE UNIT STRUCTURE

This section explains:

- The purpose of an intelligence unit at force and BCU level;
- The relationship between the force intelligence unit and BCU intelligence units;
- The structure and function of intelligence units.

## 2.1 PURPOSE OF AN INTELLIGENCE UNIT

The purpose of an intelligence unit is to gather, develop and analyse raw information and knowledge so that it can be evaluated, risk assessed, prioritised and disseminated to managers to make decisions. An intelligence unit has a specific responsibility to provide information in the form of intelligence products for the tasking and co-ordination process. This is done by identifying trends, series, hotspots and subjects based on the harm caused or risks posed.

Intelligence units operate within each BCU and at force level. The BCU intelligence units are, primarily, responsible for gathering, developing, analysing and disseminating information about crime and disorder at BCU level. The force intelligence unit has the same purpose as a BCU intelligence unit, but provides a lead on intelligence relating to crime and disorder at force level. It also provides support to the BCU intelligence unit.

## 2.2 RELATIONSHIP BETWEEN FORCE AND BCU INTELLIGENCE UNITS

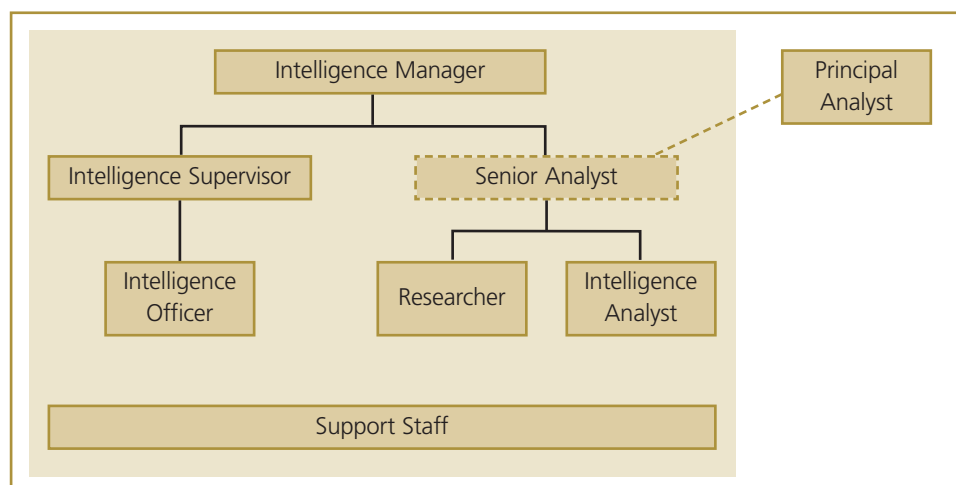
The force intelligence unit should have close links, and work together, with the BCU intelligence units to ensure a timely flow of information and good working relations between the departments. These links are formalised through the intelligence requirement but should exist at all times. Each intelligence unit, following authorisation by the ST&CG, will issue an intelligence requirement, together with the control strategy. The BCU intelligence requirement must take account of the force intelligence requirement and detail how that BCU can collect information that will contribute to fulfilling the force requirement. Similarly, forces must take account of any national or regional intelligence requirements and detail how that force can collect information that will contribute to fulfilling the national or regional requirement. For more information on the intelligence requirement, see *ACPO (2006) Practice Advice on Tasking and Co-ordination*.

## 2.3 INTELLIGENCE UNIT STRUCTURE

### 2.3.1 STRUCTURE

All intelligence units, at both force and BCU level, should have a similar structure, with the level of resources being determined by the priorities and requirements of the force or BCU. A simple intelligence unit structure is outlined in **Figure 2**.

Figure 2 BCU Intelligence Structure



The intelligence manager is responsible for the management of all staff within the intelligence unit. They should ensure that the intelligence products and all other output from the intelligence unit are of sufficient quality to enable managers to make decisions. At force level the intelligence manager is responsible for co-ordinating all intelligence activity that takes place within the unit, and reports to the director of intelligence. The BCU level intelligence manager reports to the BCU Command team and is responsible for co-ordinating all intelligence activity that takes place within the BCU.

Each intelligence unit should have an analytical capacity. An effective function will have analysts that are supported by researchers. Researchers will use many information sources to create a range of specific products which the analysts use to support their work. Senior analysts should be used within an intelligence unit to manage the analysts and researchers, and ensure quality in the creation of the intelligence products. They can also be used to provide analytical support to force level work. Senior analysts can be managed by the intelligence manager or the principal analyst. The number of analysts and researchers within the BCU will depend upon the requirements of the BCU. Forces should apply the management method that best supports the development of their analytical function.

The principal analyst works at force level and is the professional lead for the analytical function within the force. They have a role in providing advice and guidance to all levels of analysts and researchers in intelligence units across the force. They may also have management responsibility for senior analysts working at both force and BCU level. They contribute to maintaining consistency in standards for analysts across the force so that there is a corporate approach to factors such as staff development. They also have a role in ensuring the quality of the delivery of analytical products.

The intelligence supervisor is responsible for the management of the intelligence officers in an intelligence unit. If there is no senior analyst to manage the analytical function of an intelligence unit then this responsibility will also fall to the intelligence supervisor. They have a key role to supervise the development of intelligence products with their staff and prevention and enforcement specialists.

Intelligence officers carry out a range of functions, see **4.4 Intelligence Officers**. Every BCU intelligence unit will have intelligence officers working to develop and research information in line with the control strategy and intelligence requirement. Most of an intelligence officer's work will take place in the field. The number of intelligence officers and their functions within a BCU intelligence unit will depend upon the requirements of the intelligence unit.

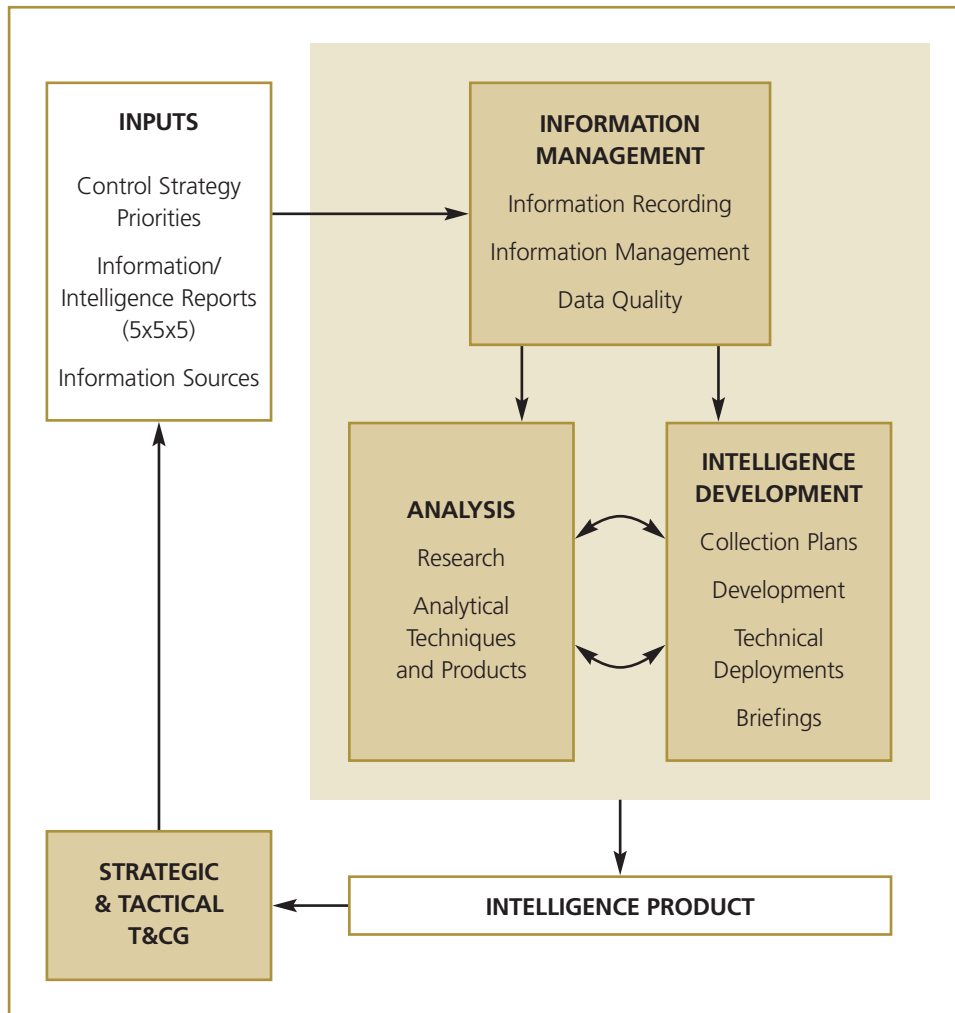
An intelligence unit should have intelligence support staff to carry out an administrative function for the unit. Their exact role can vary according to the requirements of the force or BCU. They can be involved in activities such as data entry, reading Information/Intelligence Reports (5x5x5), assisting with the compilation of intelligence products, preparing briefing material, acting as general intelligence support clerks and/or other administrative tasks.

For a full description of the roles within the BCU intelligence unit, see **4 Intelligence Unit Roles**.

### 2.3.2 FUNCTION

The key function of an intelligence unit is to evaluate and use a wide range of information to create intelligence products. These products are then used by the chair of both strategic and tactical tasking and co-ordination groups to make decisions about priorities and service delivery. The process of using information to create intelligence products is shown in **Figure 3**.

Figure 3 Creation of an Intelligence Product



#### Information Management

The intelligence unit is responsible for evaluating information using the Intelligence/Information Reports (5x5x5) to assess their intelligence value, manage risk and control dissemination. This is not the sole source of information for intelligence units. Evaluation involves comparing information from various sources. The intelligence unit relies, therefore, on the timely recording of other information, for example, incident records and crime reports. The intelligence unit should be the focal point for all information at both force and BCU level. The unit should have access to all the information sources within a force or BCU to link and search across those sources.

Intelligence unit staff have a responsibility for quality assuring and evaluating information, and for managing it in accordance with the responsibilities outlined in *ACPO (2006) Guidance on the Management of Police Information*. The intelligence manager has a duty to ensure that there are sufficient staff to carry out regular checks to make sure information is dealt with appropriately.

### Analysis

The intelligence analyst, working alongside research staff and using defined analytical techniques and products, can focus on analysing information, assisting in the compilation of intelligence products and determining the key intelligence requirements. Analysts should play a key role in developing intelligence products together with other intelligence officers and investigators. For further information on analytical techniques and products, see *ACPO (2005) Guidance on the National Intelligence Model, Section 7 Research, Development and Analysis* and *Section 8 Intelligence Products* and *ACPO (forthcoming) Practice Advice on Analysis*.

### Intelligence Development

Intelligence officers are responsible for researching and developing the intelligence that comes into the intelligence unit. A key part of this is to develop intelligence collection plans. These can be used alone, or can form part of an intelligence product.

An intelligence collection plan is a list of the activities that are required to develop intelligence. It should justify the proportionality and necessity of the activities that will be used. The content of the plan will vary according to the intelligence that is required, but must enable the collection of as much information as possible in order to create a comprehensive and accurate intelligence picture. The content of the plan can include factors such as:

- Prison intelligence;
- Community intelligence;
- Financial profile;
- Forensic intelligence product;
- Targeting justification;
- Properties and addresses;
- CHIS tasking product;
- Surveillance product;
- Risk assessment.

BCU intelligence units will usually have their own technical field capability that will be able to deploy technical equipment. At force level this capability may form part of the force intelligence unit, or be run as a separate department. For more information see *ACPO (2004) Deployment Standards for Technical Support in Tackling Volume Crime*.

The development of intelligence includes the preparation of briefings for non-intelligence unit staff and evaluating the results of de-briefings. The intelligence manager has overall responsibility and ownership of the briefing system. It is effective practice to appoint a briefing officer to create the briefing content, although any member of staff should be able to provide information for a general briefing. For more information on briefings, see *ACPO (2006) Guidance on the National Briefing Model*.

### 2.3.3 ORGANISATION

Intelligence units deal with a large volume of information. To manage this information each intelligence unit should organise their work systematically. Both a core desk and a geographic desk system will allow an intelligence unit to work effectively. It is for each unit to decide whether they will use core desks or geographic desks, or develop an alternative way of working. **Figure 4** illustrates some of the advantages and disadvantages of core and geographic desks.

Figure 4 Organising an Intelligence Unit

System	Advantage	Disadvantage
<b>Core Desk</b> The core desk is a unit that specialises in a specific area of crime or disorder, for example, drugs or firearms crime. Forces focus the core desks according to their control strategy. They are typically run by an intelligence supervisor, supported by an intelligence development and an analytical function.	Allows intelligence staff to focus on specific incidents and crime areas and to develop expertise and specialist skills relevant to their particular fields.	Lack of staff resilience – staff cannot be redeployed easily if required; there can be a shortage of resources if key people are absent.
	Improved communication between analysts and intelligence officers.	Staff can become too skilled in one area and lose the overall picture.
	Staff have knowledge of previous criminality/modus operandi.	Difficult to identify non-control strategy issues and new emerging threats.
	Allows for a focused response.	Restricts job interests.
	Easier identification of emerging issues.	
	Provides a clear point of contact for intelligence issues relating to the control strategy.	
<b>Geographic Desk</b> Geographic desks are structured and operate along similar lines to core desks. A geographic desk will focus on all intelligence issues within a specific location, such as a BCU or a neighbourhood or borough. They are typically run by an intelligence supervisor, supported by intelligence officers and an analytical function.	Allows intelligence staff to focus on a specific geographic location, enabling them to build a high level of knowledge about an area, allowing them to recognise emerging and non-control strategy issues.	There can be conflicting issues, the content of the control strategy or the intelligence requirement may differ from the main issues of the geographic location.
	Allows intelligence staff to have a degree of ownership of their area and the issues within it.	Staff can become too skilled in the issues of their geographic area and lose the overall picture.
	Allows intelligence staff to develop key contacts and build good working relationships with other colleagues and partner agencies that work within the area, such as neighbourhood policing units.	Lack of staff resilience – staff cannot be redeployed easily if required; there can be a shortage of resources if key people are absent.
	Provides a clear point of contact for intelligence issues within a location.	

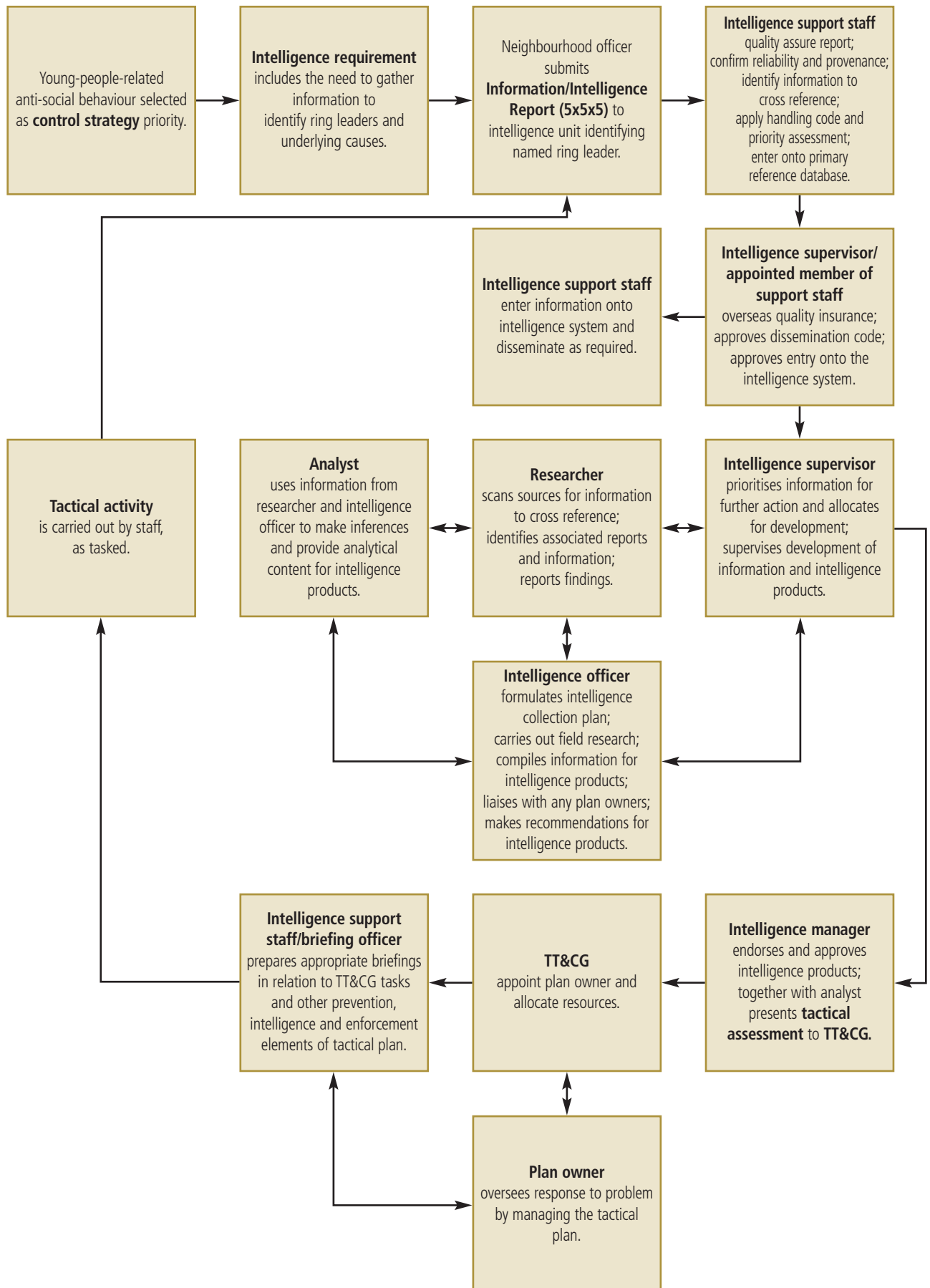
Whatever method is used, forces must have the ability to manage:

- Intelligence relating to emerging trends;
- Fast-time intelligence;
- Intelligence relating to the control strategy and intelligence requirement;
- Persistent and priority offenders;
- Community tension and counter-terrorism;
- Intelligence relating to violent and sexual offenders.

#### 2.4 INFORMATION AND INTELLIGENCE MANAGEMENT IN ACTION

Intelligence units should have clear procedures for managing the flow of information and intelligence through the unit and the rest of the NIM process. **Figure 5** gives an example of how work should flow through the intelligence unit on a BCU. Force intelligence units work at a different level but the work flow should be similar.

Figure 5 Information and Intelligence Management in Action



# Section 3

## NON-INTELLIGENCE SPECIALIST ROLES

This section:

- Explains the non-intelligence specialist roles within a police force that are essential for the effective application of NIM;
- Outlines the responsibilities of the roles required to make NIM work.

### 3.1 ASSOCIATION OF CHIEF POLICE OFFICERS (ACPO) LEAD

This role is an identified NIM minimum standard (43)

A member of the ACPO team in each force should take the lead for the application and use of NIM, and retain responsibility for the force level intelligence capability. This will include retaining ownership of the information management strategy. The force business planning, performance management and the strategic tasking and co-ordination functions need to be aligned. The strategic assessment is a source of information for business planning and performance management, and vice versa. The ACPO lead has a key role in co-ordinating the different elements of corporate governance. The responsibilities of the ACPO lead are summarised in **Checklist 1**.

#### Checklist 1 Responsibilities for the ACPO Lead

- Ensures the force remains focused on maintaining minimum standards;
- Oversees the creation and implementation of force policy in relation to NIM (Minimum Standards 5, 96, 97, 110);
- Retains responsibility for the force level intelligence capability;
- Maintains an up-to-date knowledge of key developments regarding NIM;
- Ensures that force policies and processes in relation to information and intelligence are compliant with the codes of practice and guidance on the management of police information;
- Ensures business planning, performance management and strategic tasking and co-ordination functions are aligned.

### 3.2 TASKING AND CO-ORDINATION GROUP (T&CG) CHAIRS

This role is an identified NIM minimum standard (44)

The chair of the T&CG is the person who leads both the strategic and tactical T&CG meetings. At force level this should be an ACPO officer, at BCU level this should be the BCU commander. It is possible that the ACPO officer and BCU commander can elect an appropriate deputy to chair the tactical T&CG meeting. At BCU level, for example, it may be more appropriate for the operations superintendent to chair the tactical T&CG meeting. The overall responsibility of the chair is to make decisions about the resources needed to respond to the crime and disorder problems identified. The T&CG chair should carry out the activities outlined in **Checklist 2**.

In addition to their responsibilities as chair, the BCU Commander must also:

- Ensure that all of their staff understand NIM and MoPI, and their roles within them. For further information see **ACPO (2007) Practice Advice: Introduction to Intelligence-Led Policing** and **ACPO (2006) Guidance on the Management of Police Information**.
- Chair, or provide a deputy to chair, the daily management meeting to review the previous and next twenty-four-hours' work in the context of the control strategy and the requirements of the tactical T&CG. For further information see **ACPO (2006) Practice Advice on Tasking and Co-ordination**.

- Ensure that different departments and agencies involved in problem solving through NIM liaise with each other. For example, information gathered by a patrol team as a result of a tasking must be returned to the intelligence unit, or information held by a partner agency that is relevant to a problem must be shared.

### Checklist 2 Responsibilities for T&CG Chairs

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Authorise all key intelligence products;
- Be confident that attendees understand their roles and the purpose of the meeting;
- Ensure the right people with the appropriate level of seniority attend the meeting;
- Negotiate an appropriate process for working with partners at a strategic and tactical level;
- Ensure the meeting retains focus and does not become a discussion forum for performance issues or specific operations;
- Consider recommendations made within strategic and tactical assessments and decide which should be adopted;
- Remain accountable for all decisions made in the meeting;
- Be able to justify the decisions to adopt or discount recommendations in intelligence products;
- Manage risk by making decisions that prioritise problem-solving activity for crime and disorder issues;
- Ensure good information sharing takes place to support partnership working and improve community safety;
- Prepare for future demands by reviewing upcoming trends;
- Avoid knee-jerk reactions to perceived crime and/or disorder problems;
- Identify which members of staff are best suited to take on the role of plan owner and hold them accountable for progress;
- Identify which resources are best suited to resolve issues identified in strategic and tactical assessments;
- Ensure appropriate resources are available to deal with crime and disorder problems that are authorised for action;
- Ensure that all staff understand what they are doing and why;
- Use the organisational memory and learn from success and failure.

### 3.3 FINANCE AND HUMAN RESOURCE MANAGERS

Human resource management is a key factor in the successful delivery of NIM. The tasking and co-ordination process depends on adequate human resource levels within the intelligence and tactical capabilities. This is necessary to ensure the development of intelligence tasking and tactical resolutions. The emphasis is not only on staffing levels but also on skills, staff development and issues such as abstraction and absence. Financial support is also necessary to ensure there is appropriate funding of an adequate intelligence capability, operational resources available to task, and investment in enhancing capability for the future. The responsibilities that finance and human resources managers have with regard to NIM are summarised in **Checklist 3**.

### Checklist 3 Responsibilities for Finance and Human Resource Managers

---

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Make provisions so that all staff have the requisite skills to carry out their responsibilities in relation to NIM;
- Attend T&CG meetings, especially strategic meetings, to assist the chair to make accurate and informed resource decisions;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement and ensure that financial and human resource decisions are made in light of these documents;
- Ensure adequate staff levels are maintained in the intelligence function, suitable development and staff training is available to all NIM identified roles and that there is sufficient funding for the intelligence function.

### 3.4 TASKING AND CO-ORDINATION ACTION MANAGERS

This role is an identified NIM minimum standard (60)

The tasking and co-ordination action manager acts with the authority of the tactical T&CG chair to ensure the smooth running of the NIM process. This is a key role for ensuring that the co-ordination of tasking remains consistent between each meeting. The main role for this person is to ensure that the tactical T&CG tasking is carried out by those to whom the action has been allocated.

The actions manager should **not** be an intelligence professional, and, specifically, should not be the intelligence manager. The actions manager should be of sufficient seniority and have the time available to ensure that tasks are carried out as requested by the T&CG. The responsibilities of the role are summarised in **Checklist 4**.

### Checklist 4 Responsibilities for Tasking and Co-ordination Action Managers

---

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Ensure that the decisions made by either the strategic or tactical T&CG are carried out;
- Record and disseminate actions authorised by the strategic and tactical T&CG;
- Ensure that all requests for tasking are directed through the tasking and co-ordination actions manager, who is responsible for obtaining authority for the task through the tactical T&CG or daily management meeting;
- Ensure that authorised tasks are passed to the intelligence unit for inclusion in the briefing system;
- Ensure that tasks are resourced to appropriately qualified personnel to maximise the opportunities for success, and that reactive and proactive resources are kept in balance at all times;
- Have oversight of the generation, allocation and completion of tasks.
- Ensure that communication from the T&CG to staff, via the intelligence unit, remains clear and that tasking results are returned to the T&CG;

### Checklist 4 Responsibilities for Tasking and Co-ordination Action Managers (continued)

- Oversee the timely capture, submission, input and dissemination of information through the debriefing process;
- Ensure that team leaders are delivering briefings in accordance with the procedures set out in *ACPO (2006) Guidance on the National Briefing Model*, and to the standard expected by BCU management teams.

### 3.5 PLAN OWNERS

Plan owners are those members of staff who have been made responsible for a problem or subject profile. They are specifically responsible for the response to address that issue and, therefore, the tactical plan. It is usual for this person to be a police employee, especially where the problem is crime related. Plan owners will take on this responsibility in addition to their usual job description. Any member of staff who has the capacity to be nominated as a plan owner should be capable of executing the responsibilities listed in **Checklist 5**.

### Checklist 5 Responsibilities for Plan Owners

- Fully understand NIM and MoPI, and their roles within them;
- Work with the police, partners and community in order to resolve problems;
- Share information, according to management of information principles, to support partnership working;
- Understand and apply the principles of problem solving;
- Attend, or provide an update to, the weekly intelligence unit meeting to make recommendations for prevention, intelligence and enforcement actions for the profile for which they are responsible;
- Liaise with prevention, intelligence and enforcement specialists to ensure that the tactics used are the most appropriate to the situation;
- Be able to oversee the tactical plan by managing a balanced response between prevention, intelligence and enforcement;
- Oversee the completion of recommended actions and overall problem resolution;
- Ensure that task progress is updated through the tasking and co-ordination actions manager;
- Take responsibility for actions within their plan which are tasked to other people;
- Attend tactical T&CG meetings to account for the action or inaction in relation to the profile they own;
- Oversee the operational review of their plan, including the conduct of results analysis. For more information, see *ACPO (2006) Practice Advice on Tasking and Co-ordination, Section 13 Results Analysis*;
- Ensure colleagues are briefed and debriefed in accordance with the principles set out in *ACPO (2006) Guidance on the National Briefing Model*.

### 3.6 RESOURCE OWNERS

Resource owners are managers who have the ability to commit resources to a problem, for example, the inspector of a neighbourhood team, a patrol unit inspector or head of a proactive unit. The responsibilities of resource owners are listed in **Checklist 6**.

#### Checklist 6 Responsibilities for Resource Owners

---

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Ensure staff understand NIM and their role within it;
- Maintain their knowledge of the current intelligence products, control strategy and intelligence requirement, and ensure their staff do the same;
- Attend tactical T&CG meetings to assist the chair to make informed and accurate resource decisions;
- Develop staff and ensure that their team leaders are appropriately trained to conduct briefings;
- Ensure their teams are effectively briefed and debriefed in accordance with *ACPO (2006) Guidance on the National Briefing Model*;
- Ensure that the progress of tasks allocated to the team is updated in a timely manner, to the appropriate person;
- Maintain an overview of the tasks allocated to their team by upholding managerial responsibility for the tasks allocated to them. This does not, however, absolve team leaders from their accountability to the T&CG action manager.

### 3.7 TEAM LEADERS

Team leaders of taskable human resources (see **3.8 Taskable Human Resources**) have a key role in NIM. It is their role to ensure that tasking issued from the tactical T&CG is carried out. They must also ensure that the results of any action taken are reported back to the T&CG according to local procedures. **Checklist 7** summarises their responsibilities with regard to NIM.

#### Checklist 7 Responsibilities for Team Leaders

---

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Ensure staff understand NIM and their role within it;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement and ensure their staff do the same;
- Effectively brief their teams in accordance with *ACPO (2006) Guidance on the National Briefing Model*;
- Allocate tasks to team members as part of the briefing; ensure that tasks are resourced adequately, and completed within the required timescales;
- Debrief teams in accordance with *ACPO (2006) Guidance on the National Briefing Model*;
- Follow up tasks to ensure that they are completed, that task progress is reported to the appropriate person and that information gathered is submitted on an Information/Intelligence Report (5x5x5);
- Provide an explanation to the tasking and co-ordination action manager where tasks are not completed according to instructions.

### 3.8 TASKABLE HUMAN RESOURCES

This role is an identified NIM minimum standard (61)

Any member of staff may be tasked by the strategic T&CG or tactical T&CG to carry out a specific activity or range of activities in relation to a control strategy issue. They may also be tasked to collect intelligence in line with the intelligence requirement. Operational teams such as patrol officers, police community support officers, neighbourhood policing officers and detectives will find themselves more frequently tasked than other staff. Specialist teams, eg, dog handlers, firearms officers and surveillance teams will also receive tasking from the T&CG. **Checklist 8** shows the responsibilities all of these staff have in relation to NIM.

#### Checklist 8 Responsibilities for Taskable Human Resources

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Attend briefings;
- Carry out tactical T&CG tasking in accordance with the instructions and timeframe given;
- Report the outcome of action taken in response to a task at debriefs and submit any information gathered on an Information/Intelligence Report (5x5x5).

### 3.9 OTHER NON-INTELLIGENCE SPECIALIST RESPONSIBILITIES

The roles described so far in this section are those that are required for the day-to-day operation of NIM. There are several other roles within a police force that should include specific responsibility for the implementation of NIM in line with minimum standards. These are:

- Head of Corporate Communications;
- Head of IT;
- Head of Training;
- Head of Security or Data Protection or Corporate Development or Information Management;
- Head of Criminal Justice;
- Head of Call Management;
- Head of Human Resources;
- Head of Forensic Investigations/Scientific Support;
- Head of Community Services;
- Head of Operations Support;
- Head of Performance/Corporate Development;
- Head of CID.

The suggested responsibilities for these roles are described in **Figure 6**. They are essential people assets with regard to NIM, as without their commitment any implementation will be difficult to progress and develop. They may not necessarily be involved in day-to-day NIM processes, for example, tasking and co-ordination meetings. Before staff in these roles can take on these responsibilities, they must understand NIM and the benefits of its application within the force.

Figure 6 Other Non-Intelligence Specialist Responsibilities

**Note:** This table should be used in conjunction with *ACPO (2005) Guidance on the National Intelligence Model, Appendix 2*.

Role (or equivalent in force)	Minimum Standard	Responsibility
Head of Corporate Communications	1, 2, 3, 4, 6, 7	Develop a communications strategy to share the benefits of NIM internally and externally. Ensure staff have access to current legislation, codes of practice, manuals of guidance and practice advice in relation to their work.
Head of IT	8, 20, 21, 24, 25, 26, 58, 64, 67, 77, 107	Ensure that the force IT strategy includes the support and maintenance of intelligence IT structures and information management requirements. Ensure easy search and retrieval of information via integrated systems such as custody, case, nominal, forensic, crime and incident databases. Ensure there is rapid information searching and retrieval across the force, avoiding multiple entry of search terms. Ensure the maintenance and upgrade of IT systems that support the NIM process. Ensure that there are common standards for data entry on to force IT systems. Ensure that business continuity plans for IT provision in an emergency includes systems that support the NIM process. Ensure that the force adheres to national IT security standards. Ensure there is sufficient and appropriate IT support to facilitate information exchange, internally and externally.
Head of Training	11, 18, 109, 132	Ensure that the force training strategy includes the need for all staff to fully understand their roles and responsibilities under NIM. This is to include understanding of the process and the importance of gathering and submitting information. Ensure that all staff understand and can carry out or participate in briefing and debriefing according to the National Briefing Model. Ensure that commanders and intelligence managers fully understand intelligence products and the analytical process.
Head of Security or Data Protection or Corporate Development or Information Management	12, 13, 19, 72, 73, 80, 86	Develop and implement a system of physical security, including secure file storage, clear desk policies, secure offices and buildings. Ensure the use, by all staff, of GPMS and put appropriate vetting procedures in place for all roles. Ensure all staff understand and adhere to the minimum requirements for information management as detailed in <i>ACPO (2006) Guidance on the Management of Police Information</i> . Information-sharing protocols must include agreements on the dissemination of information and intelligence material. Ensure that information sharing protocols are developed with other organisations to support the NIM process, in accordance with <i>ACPO (2006) Guidance on the Management of Police Information</i> . Set up and implement data input quality assurance protocols.

<b>Head of Criminal Justice</b>	14	Ensure a process is in place and used across the force to apply the rules of disclosure to intelligence products.
<b>Head of Call Management</b>	16	Develop and maintain a process by which staff attending incidents can have access, via command and control, to relevant intelligence.
<b>Head of Human Resources</b>	23, 41, 42, 44, 45, 46, 47, 48, 49, 50, 51, 52, 54, 55, 60, 68, 87, 126	<p>Ensure that human resource systems within the force are able to monitor the skills profile of staff in relation to NIM and identify training needs.</p> <p>Develop and maintain processes for making human resources information, such as skills profiles, staffing levels and absence levels, available to support strategic and operational decision making.</p> <p>Ensure that the identified key roles for NIM are fulfilled with sufficient numbers, competencies as outlined by Skills for Justice Role Profiles are met, and that a minimum establishment policy is set and adhered to.</p> <p>Ensure that there is sufficient succession planning for the identified key roles within NIM.</p>
<b>Head of Forensic Investigations/ Scientific Support</b>	39	Ensure a system is in place to analyse and manage forensic hits and other forensic information so that it can be used in the NIM process.
<b>Head of Community Services</b>	40	Ensure that each BCU works together with its partners to solve crime and disorder problems through CDRP use of an intelligence-led business process.
<b>Head of Operations Support</b>	61, 90, 127, 129	<p>Ensure that there are sufficient resources available for tactical tasking at force and BCU level. This will include the availability of specialist resources such as dogs, public order units, roads policing, ANPR and air support units.</p> <p>Develop and implement a system that ensures that staff understand and use trigger plans to direct response staff to undertake specific tasks in relation to a specific event.</p>
<b>Head of Performance/ Corporate Development</b>	81, 98, 114	<p>Ensure that there are appropriate performance measures in relation to control strategy priorities.</p> <p>Ensure that strategic assessments are used in the business planning cycle and production of the policing and community safety plan.</p> <p>Develop and implement a thematic inspection process to assess the effectiveness of NIM tasking and co-ordination.</p>
<b>Head of CID</b>	125	Ensure that there is sufficient investigative capacity to respond to the requirements of the TT&CG.

The police often work with partners to resolve problems identified in the strategic and tactical assessment. Currently, minimum standards state that not only must there be processes in place to share information with partners, but they should also attend meetings and be involved in, and influence, the strategic tasking and co-ordination process. Minimum standards also recommend the participation of partners in the tactical tasking and co-ordination process, especially where they can help to solve a problem by committing their own resources.

Schedule 9 to the Police and Justice Act 2006 has implemented some changes to the Crime and Disorder Act 1998. Schedule 9 gives power to the Secretary of State to make regulations for the sharing of information and the creation of strategic assessments, priorities and strategies within Crime and Disorder Reduction Partnerships (CDRPs). These regulations, when they come into effect, will reinforce the need for partnership working.

The existence of both NIM Minimum Standards and the regulations governing the work of CDRPs will mean that staff from partnership organisations may be required to take on the role of resource owner, team leader, plan owner or taskable human resource. Partnership organisations should ensure that staff undertaking these roles are able to carry out the responsibilities described in this practice advice.

# Section 4

## INTELLIGENCE UNIT ROLES

This section:

- Explains the intelligence specialist roles that are essential for the effective application of NIM, particularly the roles required to run an intelligence unit in a way that meets NIM Minimum Standards;
- Outlines the responsibilities of the required roles with regard to NIM;
- Discusses other intelligence specialist roles that are essential for the effective application of NIM.

## 4.1 DIRECTOR OF INTELLIGENCE

This role is an identified NIM minimum standard (45)

The director of intelligence works closely with the principal analyst to manage and develop both the intelligence and analyst professions within a force. The role of director of intelligence is usually carried out by someone of at least superintendent rank, or equivalent police staff grade. It is important that the director of intelligence has a credible track record in the field of intelligence and/or proactive investigations. The director of intelligence usually has overall management of the force intelligence capability. **Checklist 9** summarises the responsibilities of a director of intelligence.

### Checklist 9 Responsibilities for the Director of Intelligence

- Provides a professional focus on intelligence for the force;
- Ensures that staff act within the framework of the information management strategy and associated force policies and processes (Minimum Standards 56, 57, 62, 71, 74-76, 78, 79);
- Efficient management of the intelligence process;
- Sets the strategic direction of the intelligence function;
- Develops the intelligence function (Minimum Standards: 130, 131, 133-135);
- Develops and maintains an understanding of NIM and MoPI, and their roles within them;
- Remains responsible for the production of the control strategy, intelligence requirement and intelligence products for force tasking and co-ordination group (T&CG) meetings;
- Ensures standards within the intelligence profession are maintained (Minimum Standards: 9, 10, 15, 22, 82-84, 88, 89, 91-95, 99-106, 108, 111-113, 115-124, 128);
- Ensures that staff have access to a wide range of information sources (Minimum Standards: 27-38, 59, 63, 65, 66, 69, 70);
- Ensures the protection of the community in relation to the management of risk, for example, dangerous offenders;
- Complies with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in **ACPO (2006) Guidance on the Management of Police Information**.

Although it is **not** recommended, the director of intelligence may also perform the role of CHIS authorising officer and/or head of special branch. Details of the role, principal responsibilities and training programme for authorising officers can be found in the restricted document **ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS)** and also in **ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques**.

## 4.2 INTELLIGENCE MANAGERS

This role is an identified NIM minimum standard (48)

It is possible for an intelligence manager to work at force or BCU level. At force level an intelligence manager would typically manage a function or group of functions that are carried out within the force intelligence capability. At BCU level the intelligence manager runs and manages the BCU intelligence unit. The role of intelligence manager is usually carried out by someone of at least the rank of inspector, or equivalent police staff grade. Where the intelligence manager is the head of the force intelligence unit, it would be appropriate for them to be of a more senior rank and be supported by inspector level intelligence managers within the department. **Checklist 10** outlines the typical responsibilities of an intelligence manager.

Intelligence managers who have a specialist responsibility within the force intelligence capability, eg, surveillance or financial investigations, may find that their responsibilities are different from those listed. Staff in this position should consult the guidance material that covers their specialist area. A list of relevant publications can be found in **Appendix 3**.

### Checklist 10 Responsibilities for Intelligence Managers

- Management of their team;
- Efficient management and quality control of the intelligence process;
- Develops and maintains an understanding of NIM and MoPI, and their roles within them;
- Ensures staff develop an understanding of NIM and MoPI, and their roles within them;
- Ensures that staff act within the framework of the information management strategy and associated force policies and processes;
- Ensures the intelligence unit can handle information gathered through reactive investigations and by covert methods, and that information is gathered from a wide range of open and closed sources;
- Be a catalyst for bringing together the business of the force and/or BCU with intelligence collection and analysis;
- Establishes tactical opportunities from collected intelligence and analysis;
- Oversees the creation of the control strategy, intelligence requirement and intelligence products, which should detail what is important to the force or BCU, including issues of risk to the public and policing;
- Authorises intelligence collection plans;
- Carries out operational reviews to determine what worked or did not work and why, and manages analysts' contributions to results analysis;
- Represents the intelligence unit in resource and other discussions at the T&CG meeting;
- Shares intelligence and develops tactical opportunities with crime and disorder reduction partners, other law enforcement agencies and neighbouring police areas;
- Chairs the daily intelligence meeting and ensures that information from this meeting is passed to the daily management meeting;
- Chairs the weekly intelligence meeting, ensuring that a range of specialists are involved in developing prevention, intelligence and enforcement recommendations within intelligence products;
- Provides intelligence support to major incidents, when required;
- Complies with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in **ACPO (2006) Guidance on the Management of Police Information**.

The intelligence manager is also the owner of the briefing system and is responsible for ensuring that all members of staff are briefed daily. They should also quality assure the briefing process. The specific responsibilities of the intelligence manager with regards to briefing are outlined in *ACPO (2006) Guidance on the National Briefing Model*.

Although it is **not** recommended, the intelligence manager may also act as the CHIS controller for a specific BCU or department. As the CHIS controller, the intelligence manager will have additional responsibilities for the control and tasking of CHIS. They must be an officer of substantive inspector rank or above in order to comply with the legal requirements of the Regulation of Investigatory Powers Act 2000 (RIPA). Details of the role, principal responsibilities and training programme for CHIS controllers can be found in the restricted document *ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS)*.

### 4.3 INTELLIGENCE UNIT SUPERVISORS

The role of the intelligence unit supervisor is to manage the work of the individuals working within their team. The intelligence unit supervisor may be a sergeant or equivalent police staff grade, depending on the type of role they are carrying out. The number of supervisors required in each BCU intelligence unit and in the force intelligence capability will be agreed locally, according to need. The key responsibilities of an intelligence unit supervisor are summarised in **Checklist 11**.

#### **Checklist 11 Responsibilities for Intelligence Unit Supervisors**

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Ensure staff develop an understanding of NIM and MoPI, and their roles within them;
- Management of their team;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Establish tactical opportunities from collected intelligence and analysis;
- Work with prevention, enforcement and other intelligence specialists to determine appropriate problem-solving recommendations for intelligence products;
- Supervise the creation of intelligence products and intelligence development;
- Share intelligence and develop tactical opportunities with crime and disorder reduction partners, other law enforcement agencies and neighbouring police areas;
- Ensure that a problem-solving approach to analysis is used on the BCU;
- Take part in daily and weekly intelligence unit meetings;
- Provide intelligence support to major incidents, when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in *ACPO (2006) Guidance on the Management of Police Information*.

#### 4.4 INTELLIGENCE OFFICERS

Intelligence officers work within both force and BCU intelligence units to research and develop intelligence and information sources in line with the control strategy and intelligence requirement. An intelligence officer may be a police officer, but there are some intelligence officer roles that can be undertaken by other police staff. The responsibilities of an intelligence officer are outlined in **Checklist 12**.

##### **Checklist 12 Responsibilities for Intelligence Officers**

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Understand current legislation relevant to their role, for example RIPA;
- Develop information on subject and problem profiles as authorised by the T&CG;
- Evaluate incoming intelligence and prioritise intelligence which has originated from tactical T&CG tasking;
- Undertake cell intervention activity, when appropriate, to gather intelligence;
- When tasked, undertake the role of briefing officer, compile briefings for non-intelligence specialist staff and attend briefings where appropriate;
- Identify intelligence gaps, emerging problems and prolific offenders from development work;
- Ensure that appropriate technical equipment is available, with an effective audit trail for its use, and that the equipment is used in compliance with legislation, health and safety regulations, and technical standards;
- Work as a team with the rest of the intelligence unit to collate information for tasking and co-ordination group meetings (T&CG);
- Share intelligence and develop tactical opportunities with crime and disorder reduction partners, other law enforcement agencies and neighbouring police areas;
- Work with prevention, enforcement and other intelligence specialists to determine appropriate problem-solving recommendations for intelligence products;
- Ensure that a problem-solving approach is used in the BCU;
- Take part in daily intelligence unit meetings;
- Provide intelligence support to major incidents, when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in **ACPO (2006) Guidance on the Management of Police Information**.

There are many different roles that an intelligence officer may perform within their force or BCU. The typical roles carried out by intelligence officers at force and BCU level are:

- Prison intelligence officers;
- CHIS handlers\* (50);
- Staff involved in the management of sex offenders and other dangerous offenders;
- Financial investigators;
- Crimestoppers staff;
- Technical support unit staff;

- Covert operations teams;
- Staff working in the authorities' bureau\* (46);
- Telecommunications single point of contact (SPOC) staff\* (47);
- Field intelligence officers\* (54);
- Briefing officers.

\*This role is an identified NIM minimum standard. Other roles in the list are not designated by minimum standards, but the function they carry out is described in minimum standards. For example, minimum standards state that there must be access to prison intelligence but do not state forces must have a prison intelligence officer.

Many of the roles are specialist and have responsibilities that extend beyond those of a generic intelligence officer. For further information about these roles see **4.11 Other Intelligence Specialist Roles Essential for the Effective Application of NIM.**

#### 4.5 INTELLIGENCE SUPPORT OFFICERS

Intelligence support officers are employed in several forces to provide administrative support to the intelligence unit. The role of an intelligence support officer will vary according to the needs of the unit in which they are employed. They may be used to input data or to read Information/Intelligence Reports (5x5x5). They can also have a wide range of responsibilities and can be involved in processing incoming Information/Intelligence Reports (5x5x5), creating briefings, and carrying out tasks to ensure compliance with the information management standards set out in **ACPO (2006) Guidance on the Management of Police Information. Checklist 13** summarises the core responsibilities of an intelligence support officer.

#### Checklist 13 Responsibilities for Intelligence Support Officers

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Work as a team with the rest of the intelligence unit to collate information for tasking and co-ordination group meetings (T&CG);
- Share intelligence and develop tactical opportunities with crime and disorder reduction partners, other law enforcement agencies and neighbouring police areas;
- Evaluate incoming intelligence and prioritise intelligence which has originated from tactical T&CG tasking;
- Maintain records management systems;
- Take part in daily intelligence unit meetings;
- Provide intelligence support to major incidents, when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in **ACPO (2006) Guidance on the Management of Police Information.**

## 4.6 PRINCIPAL ANALYSTS

This role is an identified NIM minimum standard (52)

The principal analyst works closely with the director of intelligence to manage and develop both the intelligence and analyst professions within a force. The principal analyst acts as head of profession for the analyst function within the force. They can have management responsibility for senior analysts working in the force intelligence capability and can have management responsibility for senior analysts and analysts on any BCU within a force. Where the principal analyst does not have line management of analysts, they should guide and support local line managers to optimise analytical performance. The professional lead responsibilities of a principal analyst should also extend to police employed analysts working outside the area of intelligence, but still within the area of crime and disorder. **Checklist 14** summarises the core responsibilities of a principal analyst.

### Checklist 14 Responsibilities for Principal Analysts

- Efficient management of the research and analytical process;
- Set the strategic direction of the force analytical function;
- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Strategic development and quality assurance of analytical techniques and products;
- Provide advice on the production of force intelligence products, terms of reference setting and analytical methods;
- Set and implement recruitment, training, and professional development processes for analysts;
- Set and implement standards for the use of analytical tools;
- Seek out new analytical opportunities, liaising with all police departments and partners;
- Promote the role of analysts, and participate in training of non-intelligence professionals and partners;
- Comply with the guidance in relation to collection; recording, evaluation, sharing, review, retention and disposal of information provided in ***ACPO (2006) Guidance on the Management of Police Information***.

## 4.7 SENIOR ANALYSTS

The senior analyst can be used in different ways. Their primary use is to manage a team of analysts and researchers working at force level or within a BCU. Other senior analysts may have dedicated responsibility for training analysts and researchers, or for developing new technologies and methods in support of research and analysis. The senior analyst is responsible for the quality assurance of products, and for managing the performance and development of their team. They should also be capable of carrying out all responsibilities of an analyst. **Checklist 15** summarises the additional responsibilities of a senior analyst.

### Checklist 15 Responsibilities for Senior Analysts

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Ensure staff develop an understanding of NIM and MoPI, and how they work;
- Management of their team;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Supervise the analysis of, and/or analyse, crime and disorder problems to develop intelligence products and briefings, ensuring that hypotheses are developed and inferences made;
- Ensure that analysis and research processes are managed efficiently and are quality controlled;
- Promote the role of the analyst, liaising with police officers and partners to develop relationships and processes that support the analytical requirements of the force or BCU objectives;
- Work as a team with the rest of the intelligence unit to collate information for tasking and co-ordination group meetings (T&CG);
- Liaise with the chair of the T&CG to determine suitable parameters for analysis within intelligence products;
- Ensure that a problem-solving approach to analysis is used in the BCU;
- Take part in daily intelligence unit meetings;
- Provide intelligence support to major incidents, when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in *ACPO (2006) Guidance on the Management of Police Information*.

## 4.8 HIGHER ANALYSTS

Higher analysts are employed in forces or BCUs with a large analytical function. They also exist in forces that want to recognise the experience of their analytical staff and provide career progression. They have the same responsibilities as analysts but have a higher level of experience and remuneration. They do not have management or supervisory skills but should be used to coach and mentor less experienced staff. They should also be used to examine the effectiveness of an analytical technique in achieving the goals of the force or BCU. An analyst should attend the T&CG meeting to answer any questions or clarify issues about the analytical content of the intelligence products, and the higher analyst should be capable of carrying out this role when required. A higher analyst should be able to carry out all the responsibilities of an analyst. The additional responsibilities of a higher analyst are summarised in **Checklist 16**.

### Checklist 16 Responsibilities for Higher Analysts

- Coach and mentor less experienced staff;
- Review and identify improvements to analytical methods;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in *ACPO (2006) Guidance on the Management of Police Information*.

## 4.9 ANALYSTS

This role is an identified NIM minimum standard (51)

The function of the analyst is to collect, review and interpret a range of information in order to make inferences and describe why a situation has, or might, occur. The analyst analyses crimes, incidents, future events and intelligence for intelligence products so that subject specialists can make recommendations for prevention, intelligence and enforcement actions. When required, an analyst should attend the T&CG meeting to answer any questions or clarify issues about the analytical content of the intelligence products. The responsibilities of an analyst are summarised in **Checklist 17**.

### Checklist 17 Responsibilities for Analysts

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Be knowledgeable about developing analytical tools and techniques, and select the most appropriate tools or techniques for each piece of work;
- Carry out analysis of crime and disorder problems to develop intelligence products and briefings, ensuring that hypotheses are developed and inferences made;
- Work as part of a team to deliver intelligence products;
- Work as a team with the rest of the intelligence unit to collate information for tasking and co-ordination group meetings (T&CG);
- Liaise with plan owners to determine suitable parameters for analysis within intelligence products;
- Work with other organisations, especially those from the Crime and Disorder Reduction Partnership (CDRP) and neighbouring police areas, to analyse information;
- Identify intelligence gaps while carrying out analysis;
- Work with prevention, enforcement and other intelligence specialists to determine appropriate problem-solving recommendations for intelligence products;
- Ensure that a problem-solving approach to analysis is used in the BCU;
- Take part in daily intelligence unit meetings;
- Provide intelligence support to major incidents, when required;
- Present analysis at police and partner meetings as necessary and at court when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in *ACPO (2006) Guidance on the Management of Police Information*.

## 4.10 RESEARCHERS

Researchers form part of the analytical function of an intelligence unit. Their primary role is to provide research to support the analysts. They should also provide research support, where appropriate, to intelligence officers. **Checklist 18** summarises the key responsibilities of a researcher.

### Checklist 18 Responsibilities for Researchers

- Develop and maintain an understanding of NIM and MoPI, and their roles within them;
- Maintain knowledge of the current intelligence products, control strategy and intelligence requirement;
- Scan and evaluate information from a wide range of open and closed information sources;
- Produce accurate and easy to use reports of their research activity;
- Research information in relation to problems, patterns, trends and series for the analyst;
- Work with other organisations, especially those from the Crime and Disorder Reduction Partnership (CDRP) and neighbouring police areas, to gather and research information;
- Identify intelligence gaps while carrying out research to assist intelligence officers;
- Take part in daily intelligence unit meetings;
- Assist the unit to prepare intelligence products and briefings, and to collate information for tasking and co-ordination group meetings (T&CG);
- Provide intelligence support to major incidents, when required;
- Comply with the guidance in relation to collection, recording, evaluation, sharing, review, retention and disposal of information provided in *ACPO (2006) Guidance on the Management of Police Information*.

## 4.11 OTHER INTELLIGENCE SPECIALIST ROLES ESSENTIAL FOR THE EFFECTIVE APPLICATION OF NIM

*ACPO (2005) Guidance on the National Intelligence Model* identifies intelligence specialist roles that are essential within NIM. These roles, and where to find further information about their principal responsibilities and training programmes, are summarised in **Figure 7**.

These specialist roles may or may not be carried out in the intelligence unit, but they are essential for the overall intelligence function to operate legally and effectively. Where the roles are not carried out within the intelligence unit, there must be good links between those roles and the intelligence unit. All units that carry out a specialist intelligence function need to make the information they gather from their sources available to the intelligence unit for research and development. Additionally, the intelligence unit must ensure that staff working in the specialised units are aware of current intelligence products, control strategy and intelligence requirement so that they can be tasked to collect information for those priority issues.

Figure 7 Intelligence Specialist Roles

Role	Summary	Role Profile and Training Requirements
<b>Prison intelligence officer</b>	A member of staff who provides a point of contact between the police and prisons to gather and share information.	<i>ACPO (forthcoming) Practice Advice on Prison Intelligence.</i>
<b>Source management administrator</b>	Provides administrative support for a dedicated source unit, eg, data quality and managing internal security processes.	<i>ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>CHIS handler* (50)</b>	A member of staff who has dedicated day-to-day responsibility for recruiting sources and maintaining those relationships.	<i>ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>CHIS controller* (49)</b>	An officer of at least the rank of inspector (or equivalent police staff grade) who controls and manages the activity of a team of handlers.	<i>ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>Operational security officer (OPSY)</b>	A member of staff who has independent and objective oversight of the source management process.	<i>ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>Authorising officer</b>	An officer of at least the rank of superintendent who has professional line management of all source units in an organisation.	<i>ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>Staff involved in the management of sex offenders and other dangerous offenders</b>	Teams of people working with multi-agency partners to manage and reduce the risk posed by sex offenders and other dangerous offenders.	<i>ACPO (forthcoming) Guidance on Protecting the Public: Managing Violent Offenders and Sex Offenders.</i>
<b>Financial investigators</b>	Specially trained members of staff investigating suspicious financial activity.	<i>ACPO (2006) Practice Advice on Financial Investigation.</i>
<b>Crimestoppers staff</b>	Members of staff who act as a single point of contact between a force and Crimestoppers.	Intelligence officer role profile. For more information see <b>4.4 Intelligence Officers.</b>
<b>Technical support unit staff</b>	Members of staff who provide specialist technical support for evidence and intelligence gathering.	<i>ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques.</i>
<b>Covert operations teams</b>	Teams of staff specialising in surveillance, undercover and test purchase operations.	<i>ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques.</i>
<b>Staff working in the authorities' bureau* (46)</b>	Responsible for the management of the infrastructure and source management IT systems to ensure that tasking of covert operations and sources are conducted in an appropriate manner.	<i>ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques/ACPO/HMRC/SOCA (2006) Guidance on the Management of Covert Human Intelligence Sources (CHIS).</i>
<b>Telecommunications single point of contact (SPOC) staff* (47)</b>	A person or team of people who manage authorities and issues about accessing communications evidence and intelligence.	<i>ACPO (forthcoming) Guidance on the Lawful and Effective Use of Covert Techniques.</i>

\*This role is an identified NIM minimum standard. Other roles in the table are not designated by minimum standards, but the function they carry out is described in minimum standards. For example, minimum standards state that there must be access to prison intelligence but do not state forces must have a prison intelligence officer.



# Section 5

## STAFF DEVELOPMENT

This section explains:

- Where to access appropriate role profiles for staff working with NIM;
- How to assess the performance and development opportunities of staff for their work in relation to NIM.

## 5.1 PURPOSE OF ROLE PROFILES


A role profile is a group of activities and behaviours that have been assessed as being an appropriate measure of performance in a specific job. They form part of the integrated competency framework (ICF), which is managed by Skills for Justice and is available to forces on <http://www.skillsforjustice.com>

A role profile outlines the core responsibilities, activities and behaviours of an identified role. The activities in the role profile ensure that performance can be measured and suitable opportunities provided for staff development. The role profile is, therefore, an essential element in the personal development review (PDR) process. Role profiles can also be used to help with staff selection, promotion procedures, training assessments and leadership development programmes. **Figure 8** shows an example of an online role profile.

Figure 8 Example of a Role Profile

### Integrated Competency Framework

2007 Version 9.0.0



---

[Contents](#) / [Framework](#) / [Support and Operational Support](#) / [Operational Support Roles](#) / [Generic Analyst](#)
Click on heading to select    [Back to Operational Support Roles](#)    [Email this page](#)    [Printable version](#)    Logged in as - [Temporary Login](#) [Change Log In](#)

---

To inform the decision-making process through provision of analysis of law enforcement problems.

Core Responsibilities	Activities
	The role holder should effectively deliver these key requirements:
<b>Intelligence</b>	<a href="#">Apply analytical techniques to describe information - (66)</a>
	<a href="#">Disseminating results of analysis - (76)</a>
	<a href="#">Inference development - (70)</a>
	<a href="#">Obtain information for the analysis process - (65)</a>
	<a href="#">Recommend actions based upon analysis - (75)</a>
	<a href="#">Review the effectiveness of the analysis - (78)</a>
<b>Managing the Organisation</b>	<a href="#">Establish and agree terms of reference - (1141)</a>
<b>Personal Responsibility</b>	<a href="#">Comply with Health and Safety legislation - (206)</a>
	<a href="#">Maintain standards for security of information - (660)</a>
	<a href="#">Maintain standards of professional practice - (217)</a>
	<a href="#">Promote equality, diversity and Human Rights in working practices - (141)</a>
	<a href="#">Work as part of a team - (224)</a>

[View Front Cover Sheet](#)
[View Back Cover Sheet](#)

---

Behaviour Area	Behaviour
<b>Leading People</b> ▼	<a href="#">Effective communication - B</a>
<b>Leading the Organisation</b> ▼ ▲	<a href="#">Problem Solving - A</a>
	<a href="#">Planning and Organising - C</a>
	<a href="#">Community and Customer Focus - C</a>
<b>Leading the Way</b> ▼ ▲	<a href="#">Negotiation and Influencing - B</a>
	<a href="#">Respect for Race and Diversity - A</a>
	<a href="#">Strategic Perspective - C</a>
<b>Personal Qualities &amp; Values</b> ▲	<a href="#">Personal Responsibility - B</a>
	<a href="#">Resilience - B</a>

Role Profile :    Generic Analyst  
 Date Created :    06/07/2004  
 Last Updated :    02/08/2004

© Copyright Skills for Justice. All rights reserved.

Each activity within a role profile is linked to a set of national occupational standards (NOS). NOS describe the technical skills which are required to carry out a role or part of a role. These are used for workplace assessment for promotion, or can be combined in a number of ways to gain professional qualifications. They can also be used to assess training needs and develop appropriate courses.

The purpose of NOS is to:

- Increase levels of competency in the workforce;
- Increase transferable skills and knowledge between jobs;
- Improve the quality and effectiveness of goods and services delivered.

## 5.2 ROLE PROFILES AND ASSESSING PERFORMANCE

### 5.2.1 NON-INTELLIGENCE SPECIALIST ROLES

Skills for Justice has no specific profiles for these roles. The responsibilities in relation to NIM form either a permanent or temporary part of a role profile for an individual member of staff. The requirement to undertake these additional responsibilities should be reflected in the job description and assessment framework. This ensures that the individual's performance can be measured and suitable opportunities provided for their development. For example, a detective constable will have a role profile suitable to that job, but at some point they may also be required to take on the role of a plan owner. This has specific responsibilities, see **3.5 Plan Owners**. The role profile for a detective constable must, therefore, reflect their possible role within NIM.

**Figure 9** provides suggestions for the activities which should be included in the role profile of members of staff that may be required to undertake a specific NIM role. The identified activities should be used to assess the performance of the role holder in relation to their NIM responsibilities.

The National Policing Improvement Agency (NPIA) offers a range of courses, some of which may be of benefit to the development of non-intelligence specialist staff regarding their role within NIM. A list of these courses can be found in **Appendix 1**. Information for staff that require an introduction to NIM and related intelligence matters can be found in **ACPO (2007) Practice Advice: Introduction to Intelligence-Led Policing**.

Figure 9 Activities for Non-Intelligence Specialist Roles

NIM Role	Core Responsibilities	Activities for assessment in role	
ACPO NIM Lead	Managing the Organisation	Co-ordinate multiple projects (241)	
		Develop and implement force policy (905)	
		Lead organisational change (939)	
	Intelligence	Lead the delivery of intelligence driven policing (918)	
T&CG Chairs	Community Safety	Develop strategies to reduce local crime and disorder (17)	
		Promote and manage partnership policing (945)	
		Develop, implement and review organisation community safety strategies (903)	
		Intelligence	Lead the delivery of intelligence driven policing (918)
	Managing the Organisation	Lead organisational change (939)	
		Use information to make strategic decisions (952)	
		Develop and implement force policy (905)	
		Manage risk across the organisation (1213)	
		Chair meetings (237)	
		Finance and Resources	Manage the use of finance and resources (1007)
	Managing and Developing People	Delegate work to others (223)	
	Personal Responsibility	Maintain standards for security of information (660)	
Finance and Human Resource Managers	Managing the Organisation	Use information to make strategic decisions (952)	
		Develop and implement force policy (905)	
		Chair meetings (237)	
		Manage organisational change (230)	
		Finance and Resources	Manage the use of finance and resources (1007)
	Human Resources	Develop a strategy and plan for recruitment and selection (909)	
		Develop workforce plans and strategies (1136)	
		Managing and Developing People	Determine local training and development plans (212)
	Personal Responsibility	Maintain standards for security of information (660)	
Tasking and Co-ordination Action Managers	Community Safety	Implement plans to reduce local crime and disorder (15)	
		Represent one's own agency at other agencies' meetings (77)	
		Develop and sustain effective working relationships with staff in other agencies (401)	
	Intelligence	Conduct intelligence driven briefing, tasking and debriefing (140)	
		Use information/intelligence to support policing objectives (57)	
		Managing the Organisation	Chair meetings (237)
		Managing and Developing Staff	Delegate work to others (223)
		Personal Responsibility	Maintain standards for security of information (660)

Figure 9 Activities for Non-Intelligence Specialist Roles (continued)

NIM Role	Core Responsibilities	Activities for assessment in role
Plan Owners	Community Safety	Represent one's own agency at other agencies' meetings (77)
		Develop and sustain effective working relationships with staff in other agencies (401)
		Adopt a problem-solving approach to community issues (131)
	Intelligence	Conduct intelligence driven briefing, tasking and debriefing (140)
		Use information/intelligence to support policing objectives (57)
	Police Operations	Prepare for, monitor and evaluate operations (71)
	Personal Responsibility	Work as part of a team (224)
		Maintain standards for security of information (660)
	Managing the Organisation	Provide specialist advice and knowledge (1072)
Participate in meetings (236)		
Managing and Developing People	Delegate work to others (223)	
Resource Owners	Intelligence	Conduct intelligence driven briefing, tasking and debriefing (140)
		Use information/intelligence to support policing objectives (57)
	Managing the Organisation	Provide specialist advice and knowledge (1072)
		Participate in meetings (236)
	Personal Responsibility	Work as part of a team (224)
		Maintain standards for security of information (660)
Team Leaders	Intelligence	Conduct intelligence driven briefing, tasking and debriefing (140)
		Use information/intelligence to support policing objectives (57)
	Managing and Developing People	Delegate work to others (223)
	Community Safety	Adopt a problem-solving approach to community issues (131)
	Personal Responsibility	Work as part of a team (224)
		Maintain standards for security of information (660)
Taskable Human Resources	Community Safety	Adopt a problem-solving approach to community issues (131)
	Intelligence	Use information/intelligence to support policing objectives (57)
	Police Operations	Prepare for, and participate in, planned policing operations (69)
	Personal Responsibility	Work as part of a team (224)
		Maintain standards for security of information (660)

## 5.2.2 INTELLIGENCE UNIT ROLES

---

Skills for Justice have created generic role profiles, similar to those shown in **Figure 8**, for the following roles:

- Director of Intelligence;
- Intelligence Manager;
- Intelligence Unit Supervisor;
- Intelligence Officer;
- Intelligence Support Officer;
- Principal Analyst;
- Senior Analyst;
- Higher Analyst;
- Analyst;
- Researcher.

Every role undertaken within the intelligence function should have a corresponding role profile. Forces can use the generic role profiles or amend them, using the ICF, to build a more specific profile.

Both specific and generic role profiles should be available on each force's intranet, or from the force human resources department. These profiles should be used to measure the performance of the role holder and to provide suitable opportunities for their development. Generic role profiles are also available from <http://www.skillsforjustice.com>

The NPJA offers a range of courses, some of which may benefit the development of intelligence unit staff. A list of these courses can be found in **Appendix 1**. Information for staff who require an introduction to NIM and related intelligence matters can be found in ***ACPO (2007) Practice Advice: Introduction to Intelligence-Led Policing***.

## 5.2.3 OTHER INTELLIGENCE SPECIALIST ROLES

---

Skills for Justice have created profiles for some other intelligence specialist roles. For full details of these profiles and how to use them, and for details of appropriate training courses, see **Figure 7**.

# APPENDIX 1

## INTELLIGENCE TRAINING

### INTELLIGENCE TRAINING

The NPIA provides training for intelligence specialists in support of NIM implementation. A list of the NPIA intelligence courses is contained in this appendix. These training courses assist delegates to understand the philosophies that underpin intelligence-led policing. The NPIA can also provide advice and consultancy on any aspect of intelligence training.

For further information see <http://www.npia.police.uk/en/6994.htm>

Course Title	Summary	Recommended Attendees
<b>BCU SMT</b>	Provides BCU senior managers with the knowledge and operational understanding of intelligence, and, in particular, the National Intelligence Model (NIM) business process.	Any member of staff who forms part of a BCU senior management team.
<b>National Intelligence Managers</b>	Enhances the skills of managers involved in the management of intelligence.	Law enforcement officers who have responsibility for managing intelligence strategies and running intelligence operations at BCU level.
<b>Intelligence Specialists</b>	Gives a detailed input of the theory and practice of intelligence for those involved in a dedicated intelligence environment.	Members of staff who are working in a dedicated intelligence role.
<b>Initial Analytical Techniques Course</b>	An introduction to the theory and practice of analysis in law enforcement. It is based around NIM and the analytical products supporting it.	This course is designed for newly recruited analysts engaged in analytical support to law enforcement.
<b>Major Incident Room Analysis</b>	Provides trained analysts with the knowledge and skills necessary for effective analytical support of a major incident investigation.	Analysts who are required to provide analytical support to a major incident investigation.



# APPENDIX 2

## GLOSSARY

### GLOSSARY

This glossary provides a quick reference to terminology, acronyms and abbreviations used in this practice advice. For a full glossary of terms used within NIM, see *ACPO (2005) Guidance on the National Intelligence Model, Appendix 4*.

#### **5x5x5**

An Information/Intelligence Report in which the source, the intelligence and the way in which the material should be disseminated (known as the handling code) have all been evaluated and assigned a grading between 1 and 5.

#### **ACPO/ACPOS**

Association of Chief Police Officers – police bodies which provide a professional corporate view on policing in England, Wales and Northern Ireland (ACPO) and Scotland (ACPOS).

#### **ANPR**

Automatic Number Plate Recognition

#### **Assets**

NIM uses four types of assets – knowledge, system, source and people assets. See individual entries for definition of each type of asset.

#### **BCU**

Basic Command Unit – a geographical area within a police force (eg, Metropolitan Police) also known as Area, Division or Operational Command Unit.

#### **CAB**

Central Authorities' Bureau

#### **CDRP**

Crime and Disorder Reduction Partnership

#### **CHIS**

Covert Human Intelligence Source

**Community Intelligence**

Local information which, when assessed, provides intelligence on issues that affect neighbourhoods and contributes to both strategic and operational perspectives in the policing of local communities. Information may be direct or indirect and come from a diverse range of sources including the community and partner agencies.

**Control Strategy**

Sets out and communicates the current strategic operational priorities for the force or area.

**CPIA**

Criminal Procedure and Investigations Act 1996

**CRB**

Criminal Records Bureau

**Crime and Incident Series**

A crime or incident series can be defined as a number of similar crimes or incidents which are linked by MO, intelligence or forensic evidence, where the link suggests they have been committed by one offender or group of offenders.

**Daily Management Meeting (DMM)**

Not a T&CG – this meeting ensures that the conduct of daily business is linked to the priorities and objectives set by the tactical T&CG.

**DAT**

Drugs Action Team

**Doctrine**

The principal purpose of doctrine is to provide a framework of guidance for policing activities and underpin police training and operational planning.

**DSU**

Dedicated Source Unit

**ELMER**

Financial Investigation Database

**Enforcement Priorities**

Actions required in order to impose the law in relation to crime and disorder problems that the TT&CG has authorised for intervention (in line with the control strategy). This may include such tactics as arrest and interview of suspects, execution of search warrants and covert operational deployments (see Tactical Options Menu).

**FBO**

Football Banning Order

**FIB**

Force Intelligence Bureau

**FIU**

Force Intelligence Unit

**Genesis**

Online information service, provided by the NPIA, to support operational policing at <http://www.genesis.pnn.police.uk>

**GPMS**

Government Protective Marking Scheme

**HMIC**

Her Majesty's Inspectorate of Constabulary

**HMP**

Her Majesty's Prison

**INI**

Impact Nominal Index enables an officer in one force to quickly establish whether any other force holds information on a person of interest in any of their main operational systems \_ crime, custody, intelligence, domestic violence, firearms and child protection. It comprises a database of nominal information downloaded from local police systems via the Criminal Records Bureau. It is accessed through web-based search and presentation tools specially developed by the programme in partnership with Cable and Wireless, who host the application server.

**IT**

Information Technology

**Information**

Information refers to all forms of information obtained, recorded or processed by the police, including personal information and intelligence.

**Integrated Competency Framework (ICF)**

The Integrated Competency Framework is a series of national standards and guidelines managed by Skills for Justice. It enables forces and individuals to improve quality and consistency of performance and behaviour in jobs throughout the Police Service. The framework includes a library of activities linked to national standards which describe what is to be done, a behavioural framework detailing how the role is to be undertaken; and profiles for most police roles and many staff roles.

**Intelligence**

Intelligence is defined as information that has been subject to a defined evaluation and risk assessment process in order to assist with police decision making.

**Intelligence Priorities**

When the TT&CG authorises a crime and disorder problem for intervention (in line with the control strategy), there may still be gaps in the intelligence. Actions required in order to gain the intelligence will form part of the tactical plan and may include activities such as telecommunications analysis, CHIS tasking and surveillance (see Tactical Options Menu).

### **Intelligence Products**

NIM includes four types of intelligence products – strategic assessments, tactical assessments, subject profiles and problem profiles. They provide the information on which strategic and tactical decisions are made. (See individual entries for a definition of each type of intelligence product.)

### **Intelligence Requirement**

Within the intelligence process, the identified gap between what is known and what is not, forms the intelligence requirement.

#### **Level 1**

Local crime and disorder, including anti-social behaviour, which is capable of being managed by local resources, eg, crimes affecting a BCU or small force area.

#### **Level 2**

Cross-border issues affecting more than one BCU within a force or another force or regional crime activity, usually requiring additional resources.

#### **Level 3**

Serious and organised crime, usually operating on a national and international scale, requiring identification by proactive means and a response primarily through targeted operations by dedicated units. It also requires a preventive response on a national basis.

### **Minimum Standards**

These are standards developed by the ACPO NIM Team in collaboration with practitioners from around the country and HMIC. Forces were expected to have become compliant with all of the minimum standards by November 2005.

### **MoPI**

Management of Police Information

### **Multi-Agency Public Protection Arrangements (MAPPA)**

The partnership arrangements required under the Criminal Justice and Court Services Act 2000 to assess and manage the risks posed by relevant sexual and violent offenders.

### **NBM**

National Briefing Model

### **NIM**

National Intelligence Model

### **NOS**

National Occupational Standards

### **NPIA**

National Policing Improvement Agency

### **OPSY**

Operational Security Officer

**PDP**

Potentially Dangerous Person

**PDR**

Personal Development Review

**People Assets**

The selection, recruitment and retention of the right people in the right roles.

**PNC**

Police National Computer

**PPU**

Public Protection Unit

**Prevention Priorities**

Actions required to keep crime and disorder from happening for each problem that the TT&CG has authorised for intervention (in line with the control strategy), and may include such tactics as use of mobile/static CCTV, neighbourhood watch and preventive analysis.

**Priority Locations**

Hot spots and locations representing long-term concentrated need

**Problem Profiles**

A problem profile is a detailed picture of an identified problem, established or emerging, in line with the control strategy priorities or high-risk issues.

**QUEST**

Querying Using Enhanced Search Techniques – this is a function of the Police National Computer.

**Results Analysis**

This analytical technique evaluates the effectiveness of law enforcement activities in order to assist future decision making.

**RIPA**

Regulation of Investigatory Powers Act 2000

**SAR**

Serious Activity Report

**SOCA**

Serious Organised Crime Agency

**SPOC**

Single Point of Contact

**ST&CG**

Strategic Tasking and Co-ordination Group

### **Strategic Assessments**

The strategic assessment drives the business of the strategic tasking and co-ordination group (ST&CG) by providing it with an accurate overview of the current and long-term issues affecting the BCU, force or region.

### **Strategic Tasking and Co-ordination Meeting**

The meeting where the ST&CG considers recommendations made in the strategic assessment in order to set a control strategy for the basic command unit or force. The ST&CG nominates owners for each strategy. Once the control strategy is agreed, the ST&CG sanctions the intelligence requirement and sets the prioritisation of resources. The control strategy will only ever be amended by the ST&CG; amendments to the intelligence requirement can be made at the TT&CG. The ST&CG also sets the resource priorities for reactive and proactive capabilities but not for tactical activity, which is determined at the TT&CG meeting.

### **Subject Profiles (formerly known as Target Profiles)**

Subject profiles provide a detailed picture of a person or group of people who have been identified in line with the control strategy priorities or high-risk issues. Where a target profile may have been produced only in relation to a potential or actual suspect, a subject profile can be produced in relation to a potential or actual suspect or victim.

### **T&CG**

Tasking and Co-ordination Group

### **Tactical Assessments**

The tactical assessment drives the business of the tactical tasking and co-ordination group (TT&CG), identifying and monitoring the progression of the shorter-term issues in a BCU, force or region, in accordance with the control strategy.

### **Tactical Tasking and Co-ordination Meeting**

The meeting where the TT&CG makes decisions about crime and disorder problems identified in the tactical assessment. The TT&CG should use the tactical assessment with the control strategy to prioritise intervention activity. The group should also check that previously agreed plans and intervention work are still on course to meet objectives and ensure that the business plan focus is maintained. The TT&CG should sanction the deployment of resources and avoid excessive responses to merely random events. They should also identify plan and problem owners to take responsibility for the tactical resolution of issues raised in the tactical assessment. The TT&CG should also review the published intelligence requirement, ensuring it remains applicable and making any necessary amendments.

### **Tactical Plan**

A tactical plan is the collective term for the prevention, intelligence and enforcement plans that form part of the problem or subject profile. They are essential for recording all the actions taken to resolve a crime or disorder problem. They ensure that those responsible for carrying out actions can be made accountable. Tactical plans, as part of problem or subject profiles, should be accessible and searchable so that successful problem-solving measures can be identified and used again in the future.

**TSU**

Technical Support Unit

**TT&CG**

Tactical Tasking and Co-ordination Group

**ViSOR**

Violent and Sex Offender Register

**VODS**

Vehicle Online Descriptive Search



# APPENDIX 3

## REFERENCES

### REFERENCES

ACPO (2004) *Deployment Standards for Technical Support in Tackling Volume Crime*. London: ACPO.

ACPO (2004) *NIM Regional Tasking and Co-ordination – Protocol/Procedures/Policy and Performance Framework*. Wyboston: NCPE.

ACPO (2004) *Practice Advice on the Use of Technical Support to Tackle Volume Crime*. Wyboston: NCPE.

ACPO (2005) *Code of Practice on the National Intelligence Model*. Wyboston: NCPE.

ACPO (2005) *Guidance on the National Intelligence Model*. Wyboston: NCPE.

ACPO (2005) *Manual of Guidance: Law Enforcement Use of Crimestoppers*. London: ACPO.

ACPO (2006) *Guidance on the Management of Police Information*. Wyboston: NCPE.

ACPO (2006) *Guidance on the National Briefing Model*. Wyboston: NCPE.

ACPO (2006) *Practice Advice on Financial Investigation*. Wyboston: NCPE.

ACPO (2006) *Practice Advice on Professionalising the Business of Neighbourhood Policing*. Wyboston: NCPE.

ACPO (2006) *Practice Advice on Tasking and Co-ordination*. Wyboston: NCPE.

ACPO (2007) *Practice Advice: Introduction to Intelligence-Led Policing*. Wyboston: NCPE.

ACPO (forthcoming) *Guidance on the Lawful and Effective Use of Covert Techniques*. London: NPJA.

ACPO (forthcoming) *Guidance on Protecting the Public: Managing Violent Offenders and Sex Offenders*. London: NPJA.

ACPO (forthcoming) *Guidance on Surveillance*. London: NPJA.

ACPO (forthcoming) *Practice Advice on Analysis*. London: NPIA.

ACPO (forthcoming) *Practice Advice on Prison Intelligence and Related Matters*. London: NPIA.

ACPO/ACPOS/HMCE (2003) *Manual of Standards for Accessing Communications Data*. Wyboston: NCPE.

ACPO/HMRC/SOCA (2006) *Guidance on the Management of Covert Human Intelligence Sources*. Wyboston: NCPE.

Home Office (draft) *Acquisition and Disclosure of Communications Data. Revised Draft Code of Practice for Public Consultation (Dec 2005)*. London: Home Office.

PITO (2006) *A Guide to Using the Police National Computer (PNC) Services*. London: PITO.

PITO (2006) *PNC User Manual*. London: PITO.

Skills for Justice (2007) *Integrated Competency Framework v9 for the police sector* [Internet]. Available from <http://www.skillsforjustice.com> [Accessed 18 July 2007].

# APPENDIX 4

## CONTACT LIST

### CONTACT LIST

#### **Specialist Operations Centre**

Wyboston Lakes  
Great North Road  
Bedford MK44 3BY  
Telephone: 0870 241 5641  
Email: soc@npia.pnn.police.uk

#### **NPIA NIM Support Team**

NPIA Assisted Implementation Team  
3rd Floor  
10 Victoria Street  
London  
SW11 0NN  
Telephone: 0207 147 8466  
Email: NIM\_support\_team@npia.pnn.police.uk

#### **National Analysts Working Group**

Wyboston Lakes  
Great North Road  
Bedford MK44 3BY  
Telephone: 01480 334553

#### **Genesis Helpdesk**

Email: genesis@npia.pnn.police.uk  
Telephone: 01256 602778

#### **Skills for Justice**

9 – 11 Riverside Court  
Don Road  
Sheffield  
S9 2TJ  
Telephone: 0114 261 1499  
Website: <http://www.skillsforjustice.com>





