

How to guide:

Divisional Intelligence Unit

What is the J4A ‘How to’ series?

The guide is part of a series of products developed by J4A to communicate lessons learned from projects and pilots, to provide stakeholders with guidance on how to adapt and replicate the initiative in their own context.

Who is this ‘How to’ guide for?

Influencers and decision makers in the justice sector (police, prisons, judiciary and civil society).

Reference tools

Accompanying reference tools are available at www.j4a-nigeria.org or by request from info@j4a-nigeria.org

This Guide should be read in conjunction with the Crime Management How to Guide.

The problem

- Policing has been focused on responding to calls from the public but there is now a more urgent need to be proactive against crime and criminals.
- If police are to be effective in preventing and detecting crime, they must understand the nature, causes and locations where crime and other incidents most frequently occur, and record information to assist proper analysis.
- When recording crime the Crime Diary does not contain sufficient information about the victim, possible suspects or the offence to support an in-depth investigation.

Background

Traditionally the Nigerian Police Force at Divisional level provides a reactive policing service to how they address crime investigation and crime management. It is important to realise the levels and types of crimes that occur have a significant effect on the safety, and feelings of safety, not just on those directly victimised but on the whole community. The investigation of crimes and activities to detect crime are core responsibilities of any Police Force. In order to use resources most effectively the NPF needs to move to a more proactive model, which focuses on prevention and analysis of crime trends to target police activity.

Crime Recording

The reporting, recording and investigation of crimes is key to an accurate base for crime analysis by the Divisional Intelligence Units. The Divisional Police Officer (DPO) should ensure:

- The office at a police station that is used by the public for reporting crime should be a calm environment and without excessive noise from police radios or too many officers present. Ideally it will have a separate area where crimes and other confidential matters can be discussed without being overheard
- That all crimes are recorded in the Crime Reporting Register and that the Register is being properly supervised.
- Opportunities are taken to sensitise citizens about the improved crime procedures and to encourage more reporting, including the use of media releases.

Crime Intelligence

If police are to be effective in preventing and detecting crime, they must understand the nature, causes and locations where crime and other incidents most frequently occur, and record it in a way that can be properly analysed. This together with the details of all persons arrested for

committing offences can then be used to identify crime patterns, crime 'hot spot' locations and also people suspected of crime, by cross-referencing information from other sources.

What you can do

Crime Intelligence

It is important that each Division establishes a Divisional Intelligence Unit (DIU) with dedicated officers appointed to undertake the recording and analysis of intelligence. The officers should receive training in the roles and responsibilities of an Intelligence Officer.

All officers attached to the Division should be informed of the role of the Divisional Intelligence Unit and how they can assist with the success of the office. It is the duty of all officers in the Division to assist in the collation of intelligence and the Divisional Intelligence Officer (DIO) should centrally record any intelligence gathered.

The DPO should establish the DIU and ensure the most effective use is made of police intelligence produced through the system. They will ensure that there is proper management, supervision and security in place and that the DIU is adequately staffed.

The DPO should also ensure:

- That all officers are aware of the importance of the DIO.
- All officers are aware that they are responsible for submitting Information reports.
- That the DIO is a dedicated role and must not be used on other duties.
- At least two officers with appropriate skills should be trained and appointed to the role of DIO.

The development of Crime Prevention Initiatives should ensure that:

- All 'High Volume' crimes and crime 'Hot Spot' locations are automatically analysed. Crimes that give rise to community tensions should also be analysed.
- Initiatives are devised to prevent these crimes.
- Opportunities are taken to work in partnership with communities and other Stakeholders (see HTG Community Safety Partnerships).
- A member of the Divisional Management Team supervises each Initiative.
- Actions taken should be recorded and progress should be reported on at public or Stakeholder meetings.

The introduction of the new crime register and new Suspect Lock-up and property register (see HTG - Suspects Rights and Lock Up Register) will provide an excellent reference point for the Divisional Intelligence Officer (DIO) to record information.

All intelligence should be retained in a secure and confidential manner in an office provided for this purpose.

The DIU system consists of:

- DIU Register
- The Information Report Form (IRF)
- Intelligence Bulletin
- Nominal Intelligence Cards (People / Suspects)
- Crime Statistics Form
- Crime Mapping

Examples are available in the reference tools.

What you can achieve

- Implement effective crime recording methods.
- Recording of detailed information to support investigators.
- Recording of important intelligence to support Investigations and the DIU.
- Implement intelligence led policing approach to policing in the community.
- Improve police crime analysis through increased knowledge of crime patterns and trends to allow sharing with partner agencies.
- Best use of resources to respond to crimes in the community.
- Improve service delivery regarding prevention and detection of crime.
- Develop a partnership approach with the community and Local Government to respond to community safety issues through sharing intelligence and crime analysis.

Divisional Intelligence Unit: Steps for implementation

Implementing a DIU will require a complete change in the way intelligence is recorded, analysed and disseminated within a Division.

The key steps in developing a DIU are as follows:

1. A meeting with the DPO and Senior Management Team should be held to discuss the establishment of a DIO.
2. The DPO should identify officers with the necessary qualities and skills to undertake the role of a DIO.
3. An appropriate secure office should be provided for the use of the DIO.
4. Products to enable the recording and analysis of intelligence should be provided.
5. A designated training officer should be appointed who should conduct a workshop with the identified DIO staff to provide training on their roles and responsibilities.
6. All Divisional Officers within the Division should be provided awareness training on their roles and responsibilities to gather intelligence and to provide this intelligence to the DIO.
7. A supervising officer should be appointed to manage the activities of the DIO.
8. Analyst reports should be provided to the Divisional Management meetings to assist with responding to issues raised.

Cost implications

The need to supply products in support of the Divisional Intelligence Office will require some funding. There is a need for the NPF to ensure adequate funding is provided to assist in the development of new methods to professionalise the organization and individual officers approach to these important areas.

With the advancement into improved community based policing through adoption of the new procedures and training accompanied by advanced intelligence led policing procedures there is potential to seek external partners such as State or Local Authorities, local businesses or organizations wishing to support this new development.



Lessons Learned

Lesson 1:

Integrating any of the interventions into a Division requires the DPO to develop an action plan to ensure that the intervention is progressed in a timely manner.

Lesson 2:

The action plan should be broken down into a series of steps to achieve the aim.

Lesson 3:

The introduction of the new crime register requires in house training and continued supervision to ensure that officers are completing the register as required.

Lesson 4:

The CRO should be given daily responsibility for the maintenance of the crime register. The DPO or 2 I/C should supervise on weekly basis to ensure that the register completed correctly and that reported crimes have been dealt with or allocated for investigation. They should also ensure that victims are being kept informed within 14 days of receipt of the report.

Lesson 5:

This is a totally new concept but it has been found that the best officers to undertake this new role are officers with junior service, as they have proven more receptive to this challenging and complex role.

Lesson 6:

The literacy standards required for a DIO will be high.

Lesson 7:

To establish a DIO system will take considerable time and requires that officers appointed to this role must be appointed on a full time basis and not required to undertake other duties.

Lesson 8:

The DIO records should be treated as restricted or confidential material and therefore should be retained in secure drawers or lockers and retained in a secured office allocated for DIO use only.

Lesson 9:

Intelligence gained has enhanced briefing officers attached to the Division.

Lesson 10:

In the NPF intelligence is power and there is reluctance for officers to share the intelligence. There is a culture of officers passing intelligence directly to the DPO to ingratiate themselves with the DPO.

Lesson 11:

The DPO should acknowledge that it is good practice to pass all intelligence to the DIU.

Improvements

The recording procedures will provide vital information to allow analysis of crime trends and crime mapping.

The DIO will provide reports and briefings to Divisional police officers to build on their capacity when on patrol to prevent and detect crime.

The intelligence analysis and crime mapping identifies crime trends and patterns allowing the DPO to make best use of resources to meet the challenges, allowing the DPO to move from a reactive style of policing to a proactive style of policing through intelligence led policing.

Intelligence can be shared with other law enforcement agencies and the voluntary policing sector enabling them to provide a partnership approach to safeguarding the community.

Investigators will have improved knowledge on the management and conduct of investigations.

All investigations will be conducted with a victim centred approach ensuring the victim is provided care and support during and after the investigation.

Investigators can conduct more thorough crime scene investigations maximizing the potential to gather evidence in support of establishing the facts of the crime.

Victims should be only interviewed once alleviating the stress of having to continually recall the facts of the case.

The conduct of interviews will be planned and undertaken in an impartial manner to ensure that the investigator seeks to establish the facts of the case rather than to secure a confession.

“Intelligence gathering is a key element in crime fighting and management.”

Inspector General of Police, Mohammed Dahiru Abubakar

Contact

The Justice for All (J4A) Programme is funded by the United Kingdom's Department for International Development (DFID) and managed by the British Council.

+234 (0) 709 812 1548-9
info@j4a-nigeria.org
www.j4a-nigeria.org

All images © Nick Cavanagh
© 2015 Justice for All Nigeria

With the
support of

