



**OUTLINE OF THE IMPACT OF THE NIM ON CONSULTATION**

**FEBRUARY 2003**



**METROPOLITAN  
POLICE**

*Working for a safer London*

## **The Impact of the NIM**

1. This report is intended as a broad outline of the role that consultation plays within the NIM. It describes products and processes that are yet to be fully implemented within the MPS and as such this report cannot predict in detail the full impact that implementation will have.
2. Consultation is crucial to the successful functioning of the NIM and the NIM itself facilitates the consultation process by its commitment to effective communication beyond our police boundaries and to intelligence sharing. This paper will briefly outline these complementary processes.

## **Communication**

3. One of the central themes of the NIM is that all those involved in intelligence can communicate effectively whether they are asking for information, providing it to others or sharing it. It aims to introduce a common language and by doing so make the flow of information more efficient and transparent. Indeed, it demands that some information flows be created where they do not currently exist, for example at regional level. The model applies locally, regionally and nationally. The NIM also emphasises the importance of knowledge within this process, ensuring that those involved know how to go about sharing information. An example would be developing and disseminating local protocols governing the exchange of information and joint working with other agencies.

## **Intelligence**

4. The NIM requires that intelligence is managed by using standardised techniques. These techniques will be applied to the production of standard *intelligence products*. Examples of these can be broken down to illustrate how community consultation influences them both strategically and tactically.
5. **Strategic Level**  
Strategic analysis is at the heart of the NIM. This is a method of analysis that should help the MPS monitor trends and predict threats and problems at a Service level. This is not something that is done with any consistency at present and implementing the NIM should help us to present strategic information to our partners more thoroughly and accurately. Strategic analysis is genuinely innovative and should inform all strategic decisions and priorities. It will take the form of an intelligence product called the Strategic Assessment and will be produced at a number of levels including one for the MPS as a whole. This product will incorporate information many sources, the MPA being an example. It will take into account public opinion, public satisfaction surveys and performance statistics as well as Home Office Objectives and more familiar intelligence feeds for example from NCIS. This product will also use environmental scanning and a technique called Demographic/ Social Trend analysis. This considers the significance of population shifts and attitudes to law enforcement. This product therefore will rely on consultation and is one that will ultimately determine our strategic priorities. It means that community intelligence is placed at the heart of the process.

## 6. Tactical Level

Consultation is also inseparable from the tactical level of intelligence development and decision making within the NIM. A Tactical Assessment will be produced and will make recommendations as to how the priorities should be tackled. It will make an assessment about the likely effect of tactics and this will include detailed analysis of community impact and community response. The NIM states that a technique called *Results Analysis* should also feed into the process. This specifically addresses issues like the level of public satisfaction or support for previous tactics or operations and this in turn will influence any subsequent recommendations.

## Intelligence Processes

7. It is not only in the creation of intelligence products that the impact of consultation can be seen. The way that these products are used to determine police activity is also relevant. The NIM refers to this as the Tasking and Coordinating process and describes the different types of meeting to be held, depending on whether it is at a strategic or tactical level. An important function of either meeting is that it can determine what its' intelligence needs are. It may become apparent that there is an emerging problem about which there is little known. It could be that there is a community concern about how a particular issue is being dealt with. Whatever the 'intelligence gap', an intelligence requirement can be set to resolve it. Such a requirement could involve, for example, a plan to consult more widely with particular groups about an issue or problem. This two-way flow of information is crucial to the NIM working successfully and relies on there being a proper exchange of intelligence between the police and their partners. It may be that the proper means of achieving this will be the attendance of partners at the TCGs (Tasking and Coordination Groups) themselves.

## Timescales

8. The NIM implementation is very much work in progress with a target of full implementation by April 2004. By then BOCUs should be consulting almost continuously with their partners at the co-ordination and tasking meetings. At an MPS wide level, the Corporate Assessments are scheduled to take place in June 2003 as a dry run and fully in September 2003 to feed the Policing Plan debate. The output in consultation terms is likely to be an assessment of public views on each area of police activity.

## Conclusion

9. The NIM places the gathering and managing of intelligence from diverse sources on a formal footing, including valuable assets like community consultative groups. Conversely the NIM better allows such partners to view the decision making process from a position of understanding and knowledge. The NIM should make the setting of priorities and deployment of police resources through the TCGs more transparent and auditable. Accountability will be improved and decisions should be better informed, relying on standard intelligence products. Implementation of the NIM within the MPS will be a significant programme of work and the impact will not necessarily be visible until all the various parts of the process are introduced. Further information about implementation can be found within 'An introduction to the national

intelligence model'.



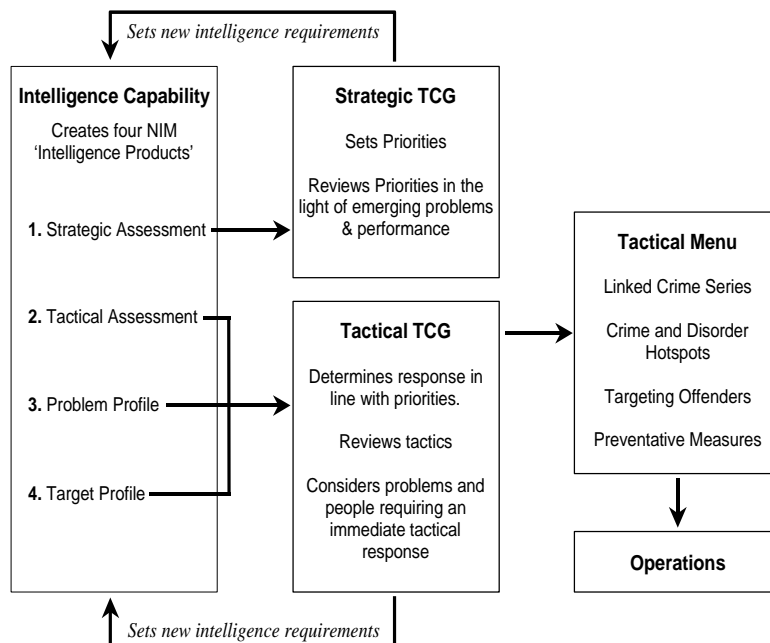
**AN INTRODUCTION TO THE NATIONAL INTELLIGENCE MODEL**

**FEBRUARY 2002**

## 1. Introduction to the NIM

The NIM is quite simply a system for managing intelligence that will ensure uniform practices across the country. It means that different forces and diverse law enforcement agencies will be able to share intelligence and mount joint operations without encountering the problems that hamper such activity nowadays, for example computer data bases that aren't compatible or information that is processed differently. It also demands that intelligence be shared properly within forces, for example between two MPS Boroughs, ensuring that cross border problems are always spotted early. It is also a blueprint for effective and efficient policing at any level because it specifies how intelligence should be progressed and linked into policing priorities. It intends to make all police activity focused and relevant, based on a much more scientific approach. It aims to ensure we understand our crime and our problems and that possible future threats can be identified at an early stage. If fully embraced, the NIM should help provide answers to all policing problems, from organised crime to road safety. The way that this is done is illustrated in Figure 1. It is best explained in two parts. The first is how intelligence is formed into useful tools for decision-making. The NIM calls these tools 'intelligence products'. The second is how these are used to inform police activity. This is referred to as a 'Tasking and Coordination' process. In simple terms, this is a framework for tasking or deploying resources to a problem and coordinating the police response.

Figure 1. NIM compliant Tasking and Coordination Groups (TCG)



### ***Intelligence Products***

Intelligence products are a way of presenting analysed information to managers and will take the form of reports about specific problems and issues. The NIM describes four different products that should be compiled in the same way by each force or agency. The first report is called a Strategic Assessment (see Figure 1) and it is put together by specialists who will aim to give an overview of actual and emerging trends for policing on a long-term basis. This is the most innovative of the products because it forces police leaders to determine their priorities by thinking strategically. The other three products provide the intelligence picture at a more tactical level, offering detailed analysis of problems and people and making suggestions about the best course of action. The benefit of having such specific products is that they are uniform and can be shared or added together to recognise mutual problems and issues without having to account for different forces' practices or techniques.

### ***Tasking and Coordination***

This is a way of organising police resources and making it possible for joined up responses to shared problems. The cycle for decision making in Figure 1 is a generic one and designed to work at any level, for example within a Borough, for the MPS as a whole or to identify and manage regional or cross border issues. It shows how the Strategic Assessment is used at a strategic meeting to set priorities. The other intelligence products help the tactical meeting sort out how to deal with those priorities. It means that all police activity is directed towards the identified priorities eliminating unfocused activity and improving efficiency.

## **2. Impact on management processes**

The NIM helps managers to understand policing problems because they will have access to high quality intelligence and are obliged to formulate their strategy and tactics using it. Decisions will be documented and reviewed on a formal basis within the NIM Tasking and Coordination Structure thus ensuring accountability and transparency. Performance analysis is incorporated into the NIM intelligence products and this too helps to secure efficiency when determining police activity.

## **3. Operational benefits**

The MPS Safer Streets initiative used the principles of the NIM at the core of its management processes with significant reductions in street crime illustrating the shift towards intelligence-led policing. These principles are currently being applied to Burglary and Gun Crime. Rather than simply reacting to crime, policing will actively target resources against criminals and effectively prevent and disrupt crime on the basis of correctly managed intelligence. It will enable a better understanding of policing and in so doing improve effectiveness and efficiency.

## **4. Impact on Partnership Activity**

The NIM contributes significantly to Partnership activity. All law enforcement agencies are under the same obligation to implement the NIM and will enable those that handle intelligence to 'speak the same language'. The NIM

provides a rigorous and defensible basis for managing the challenges that the Human Rights and Freedom of Information Acts present for intelligence sharing. The presence of our Crime and Disorder Act Partners at Strategic and Tactical meetings will ensure better informed decision-making and a more accurate gauge of public opinion at a local and Service Level. The London Crime Director at Government Office for London, Ellie Roy, is currently considering how the principles of the NIM can be incorporated into all partnership activity through Project Lion.

#### **5. Update on MPS implementation**

There is no doubt that a comprehensive programme of work is needed in order for the MPS to develop in line with the NIM, working to the deadline of April 2004. To this end, it has been assigned an ACPO lead and given command unit status within the Intelligence Directorate. This OCU has been formed by redeploying officers within the Directorate and no growth is anticipated. The programme will progress intelligence-led policing in a way that incorporates the best of MPS practice whilst embracing the implementation of the NIM. It will build on the work undertaken under the MPS Policing Model, expanding it beyond TP (Territorial Policing) and taking it Service-wide. Full implementation of an MPS Intelligence Strategy that incorporates the NIM is still some way off. A baseline assessment has been conducted to establish 'where we are now', and national minimum standards are currently under development. The combination of these two products will provide a clear indication of the work necessary for successful implementation. An inaugural Programme Board is planned and a realistic MPS implementation plan should be in place in February 2003.

#### **6. Equality and Diversity Implications**

Any revised policies and processes will take full account of Human Rights, Equality and Fairness, The Race Relations Amendment Act 2000, The Regulation of Investigatory Powers Act and Data Protection Acts.

The overriding objective of the NIM is the proportionate use of police resources through accurate analysis of problems. Assumptions that the NIM is about crime alone are ill founded. It is a process by which disorder and local problems are fed into the business planning cycle at an early stage and to which preventative measures can be applied. It will help to move the Service away from reactive policing, thereby protecting and supporting communities in a genuinely innovative way. By adopting the processes outlined in the NIM, the MPS will ensure that it serves London's diverse communities in a way that is transparent and fully accountable. The effective use of intelligence should result in the proper targeting of resources and eliminate unfocused policing activity, something for which the MPS has at times been criticised.

#### **7. Financial Implications**

The cost implications of NIM implementation have yet to fully unfold. No cost has been allocated to the NIM for 2003-4. An Investment Appraisal has been proposed in order to obtain an objective measure of the likely costs and impact of implementation. It is anticipated that there may be spending



increases on Staff (notably increasing our analytical capability in order to produce quality intelligence products), Training and Information Technology. The IT spend should already be accounted for within the current MPS Information Strategy. The Home Office will be making money for the NIM available in the next financial year. Although the criteria have not yet been made clear, the intention is to make strong representations for a share of the national spend that reflects the size of the MPS and the level of its responsibilities.

Report author MPS NIM Implementation Team.