

WHAT IS A PROBLEM?

Have you or your colleagues been called there more than once?

Has the informant told you it is a recurring problem?

If so, it is probably suitable for consideration on a SARA form.

Remember, if you can think of a partner to assist, be it the community, council or other agency, it will take some pressure off us and, have more chance of becoming a sustainable solution.

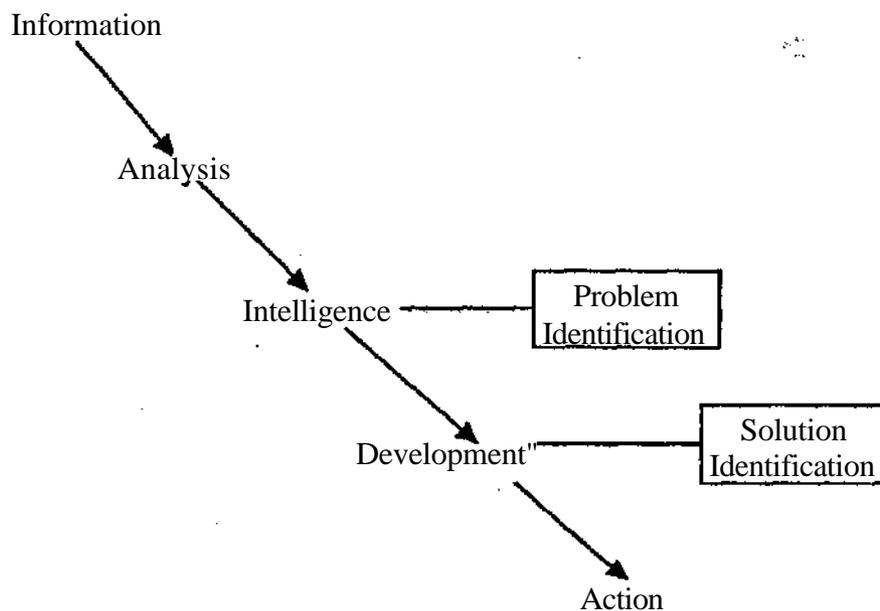
THE ROLE OF THE INTELLIGENCE FUNCTION

IN PROBLEM ORIENTED POLICING

The intelligence function will drive the problem oriented approach to policing. It will allow divisions and the centre alike to:

- Know what their problems are
- Decide what their priorities are
- Identify the causes of the problems
- Construct broad based, sustainable solutions.

There needs to be a seamless process from problem identification to solution implementation.



The intelligence function can be considered in three stages:

- The provision of a strategic overview of problems across each division and the force.
- The operational analysis of prioritised strategic problems.
- The development of operational problems to establish sustainable solution options.

Strategic analysis will provide an overview of problems across each division and the force, based on police data and that of other agencies and bodies. This analysis will enable managers to assess the extent to which they are affected by different strategic problems. With this information they will be able to prioritise areas for action and levels of resource commitment to these.

Once priorities have been set, operational analysis will break down the strategic problems into their separate problematic component parts. This second stage of analysis will define the operational problems requiring solutions. Development will provide clear definition which in turn will lead to solution options and thereafter solution implementation.

Problems will be considered across all areas of police activity - incidents, accidents, drugs and crime. Some problems will be contained within geographic areas, others will extend beyond those boundaries and a proportion beyond divisional and even force boundaries. Some problems will have easy solutions, some may appear intractable and require extensive partnership solutions with strong co-ordination.

A very efficient interface is required between those identifying and developing problems and those whose role it is to effect the solutions. Certain critical requirements are necessary to effectively move from intelligence to action. They are:

- Clear problem prioritisation at a strategic level in divisions and at the centre.
- Operational analysis focused on those strategic priorities.
- Operational activity focused on the problems which flow out of the operational analysis.
- Strong co-ordination of separate resources required for a particular solution.
- Effective task based briefing which establishes:
 - * problem ownership
 - * role clarity for officers
 - * clearly defined outputs.
- Accountability with performance assessed on the defined outcome required.

Good intelligence product which defines, develops and helps solve problems will help achieve the problem oriented philosophy from the bottom up. Intelligence is thus at the heart of the POP approach.