Intelligence-Led Policing and Kidnapping Crimes Prevention and Control in Federal Capital Territory, Nigeria

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Abstract. Recent experiences have shown that the Nigerian kidnappers are increasingly becoming daring, bolder, fearless and ruthless as they now kidnap at will anytime of the day. They kidnap both the rich and the poor, young and old, men, women and children; locals and foreigners. The objectives of the study were to assess the intelligence-led policing in the prevention and control of kidnapping crimes, and determine the challenges that intelligence-led policing encounter in Nigeria. The study was guided by conflict theory. The study employed a survey research design and the target population consisted of police officers in FCT Abuja. Cluster sampling techniques were used to select police officers. In the total, the sample respondents were 330. Primary data was collected through questionnaires. Validity was determined using content validity while reliability was done using test retest method. Data was analyzed using descriptive statistic and it was presented in form of tables and charts. The findings revealed that kidnapping in FCT Abuja was characterized by criminal informer, targeting of criminals unlike particular crime and holistic investigation of crimes using results-oriented tactics and strategies. The study recommends that government needs to commit more resources toward intelligence-led policing so that police officers can be trained, equipment and technology can be procured and the need for police officers to come up with realistic performance indicators through the use of intelligence-led policing.

Keyword: Intelligence-Led Policing, Kidnapping, Crimes Prevention and Control

Introduction

The prevalence of crime in the world today is a cause for serious concern for all and sundry. It undermines the social fabric by eroding the sense of safety and security. Crime impacts on society in a variety of ways according to the nature and extent of crime committed. It constitutes a problem when its incidence is as rampant in the society as to constitute a threat to the security of persons and property, as well as social order and solidarity. According to Onoge (1988), the costs of crime are tangible and intangible, economic or social, direct or indirect, physical or psychological, individual or community. In fact, it is from the cost that the consequences of crime are derived. The cost of crime can be incurred as a result of actual experience of criminal activities, when there is physical injury, when properties are stolen, damaged or destroyed. It could also be in the form of psychological and emotional pains as a result of shock due to the crime done against the victim. Also the cost of crime can be incurred in an attempt to prevent or control crime. As a consequence of the prevalence of crime in society, the demographic composition may be altered through mass movement of people from crime-prone areas to areas perceived to be relatively crime-free. This can also lead to brain-drain and other socio-economic problems.

Criminal behavior like kidnapping is not new to the world (Ibrahim & Ahmad, 2020). From Latin America, Middle-East to Asia, kidnapping is a common social menace and a well-structured money-spinning organized crime. Scholars have argued that notable terrorist organizations in different part of the world have used kidnapping as an instrument or means of funding their deadly organizations. In Nigeria, however, kidnapping behavior is relatively, an

emerging social menace. It started many years ago when the expatriates of a particular oil company employees in the Nigeria Delta were kidnapped on the 25th February, 2006. This harrowing experience marked the beginning of an episode of horror and trauma in Nigeria. Since then, kidnapping has been spreading like wild-fire; eating deeper and deeper into the fabrics of the Nigerian society; ravaging the nooks and crannies of Nigeria, whether in rural or urban areas.

Recent experiences have shown that the Nigerian kidnappers are increasingly becoming daring, bolder fearless and ruthless as they now kidnap at will anytime of the day. They kidnap both the rich and the poor, young and old, men, women and children; locals and foreigners. Although some are released after paying millions of naira as ransom after rigorous, dehumanizing psychological and physical tortures, others have had to pay with dear lives either because they did not have ransom to pay or because they did have the physical strength to cope with the torture brought upon them by their abductors. The abductors of Salihu Tanko Islamic School children had demanded a total sum of 100 million one month after their abduction (Alabi, 2021). Also, the gang that kidnapped the Commissioner for Information and Strategy in Niger State had demanded a ransom of $1.2 million (Abayomi & Leo, 2021). The number of people kidnapped par day keeps rising. It is reported that a total of 1,516 people were abducted between 2015 and 2017 only (Ibekwe & Alabi, 2021). SBM Intelligence report as reported by one of the Nigerian dailies has declared that an average of 13 persons were kidnapped daily in the first half of 2021, bringing to 2,371 persons kidnapped within the first six month of 2021 (Alabi, 2021).

This incident has affected Nigeria's image as a nation abroad. It has also affected Nigeria's attempt to develop a viable tourism industry as visitors are regularly warned by their countries to be wary of coming to Nigeria. Many would-be investors have also stayed away for fears of being kidnapped (Ekpe, 2009). Apart from the above observable evidence, many more problems which are associated with the problem of kidnapping will be unraveled during the cause of this research. This study further intends to examine the origin and proliferation of kidnapping in Nigeria. This is necessary because despite measures meant to curb it, kidnapping still prevails and it is on the increase in recent times.

The principle of intelligence-led policing describes how knowledge and understanding of criminal threats are used to drive law enforcement actions in response to threat of organized crime. There is need for overall improvement in the overall responses in the police department therefore; it will be very disastrous that as security professionals, there is a low knowledge of intelligence in dissolution of organized crimes in Nigeria. Another issue in the Nigeria security unit was seen as lack of operational effort in the highest priority areas which as at today puts terrorism at the top within the Nigerian internal security space and in the global crime. It against this background the study examine the nature and practice of intelligence led policing, assess the involvement and implementation of intelligence-led policing in the prevention and control of kidnapping crimes, and determine the effectiveness of intelligence-led policing on kidnapping crime prevention and control in FCT This community based violent crimes have shown the ineffectiveness of the Nigeria police in security and intelligence-information gathering in nipping criminal and deviant activities in the bud. Capacity building and the failure of the state to qualitatively invest in modern policing strategies with regards to the socio-cultural characteristics of the nation have not helped matters. Similarly investment in police intelligence has not been taken seriously unlike the pre-colonial era.

Developments in crime and kidnapping tactics require progressive strategies by the police. The terrorist attacks in the United States of America and elsewhere in the world serve as a wakeup call to the police and the intelligence community about the capabilities of criminals. In relation to the terrorist attack in the United States of America on the 11th

September 2001, Peterson (2005) pointed out that four critical lessons are to be learned from that tragedy.

Conceptualization and Review of Related Literature

The concept of intelligence-led policing originated from the United Kingdom and has its foundations in recognizing that police were spending too much time reacting to crimes and too little time targeting offenders. Ratcliff (2003) defined Intelligence Led Policing (ILP) as the application of criminal intelligence analysis as an objective decision making tool in order to facilitate crime reduction and prevention through effective policing strategies and external partnership projects drawn from an evidential base. According to the International Association of Law Enforcement Intelligence Analysts (2005), "Intelligence-Led Policing is the model that brings intelligence and analysts to the forefront of police operations. It promotes the efficient use of resources, the production of workable crime prevention strategies, and the successful completion of investigations and prosecution."

Bureau of Justice Assistance in Carter (2009) homologated dual meaning of intelligence-led policing and articulated critical components of intelligence-led policing. Firstly, intelligence-led policing can be defined as a collaborative law enforcement approach combining problem solving policing, information sharing and police accountability with enhanced intelligence operations. Precisely, intelligence-led policing according to Bureau of Justice Assistance, is the executive implementation of the intelligence cycle to support the proactive decision making for resource allocation and crime prevention. It was emphasized that police executives must have clearly defined priorities as part of their policing strategies. This definition provided logical parameters to the current study for the need to assess clearly defined priorities in the implementation of intelligence-led policing in the district under review.

Asuquo (2009) noted that the term "kidnapping" is difficult to define with precision, because it varies from State to State and jurisdiction to jurisdiction. It is the forcible seizure, taking away and unlawful detention of a person against his/her will. It is a common law offence and the key part is that, it is unwanted act on the part of the victim. It is a restriction of someone else liberty which violates the provision of freedom of movement as enshrined in the constitution of Federal Republic of Nigeria, where every other law takes its cue from. For this reason, Siegel (1986) sees it as a serious offence. Abraham (2010), defined kidnapping as an act of seizing, taking away and keeping a person in custody either by force or fraud. However, it includes snatching and seizing of a person in order to collect a ransom in return or settle some scores of disagreement among people.

According to Akpan (2010), defining kidnapping possess a number of definitional problem in relation to a country legal and moral viewpoint as well as the availability of other variables such as hostage-taking and hijacking. Ikpang (2011) argued that in kidnapping, the criminal motive for removing the victim is irrelevant for the crime to be committed. He noted that it is sufficient if the accused intends to deprive the victim of his freedom of movement or victims parents or custodians of their control; the motive of the accused in depriving the victim of his freedom is to demand a ransom for his release. Turner (as cited in Akpan, 2010:33) noted that kidnapping applies to all situations where persons are forcibly seized and transported to a destination were they are held against their will in unlawful confinement which may involve the use of force. Furthermore Eso (as cited in Nwadiora & Nkwoch, 2011) acknowledged hostage-taking as a part of kidnapping. According to Eso, kidnapping means to seize and detain unlawfully a person by force and fraud and to remove a person to an undisclosed location against his will and usually for use as a hostage or to extract ransom. It had also been noted that kidnappers belong to common criminal terrorist and common criminal terrorist are motivated by gains (Igbo, 2004). Therefore germane to the crime of kidnapping is the use of force and fraud.

In Nigeria, intelligence-led policing was adopted to address the challenges confronting the nations as a result of high crime rate. Beginning from the middle of the 1970s, the incidence of crime in Nigeria has been on rapid increase, reaching a pathological stage (Odekunle, 2005). In an attempt to address the growing problem of insecurity and criminality in Nigeria following the long sojourn of military in Nigerian politics, as well as public suspicion of Police anti-democratic ethos imbibed from colonial experience (Alemika & Chukwuma, 2000; Onoja, 2007; Tamuno, 1970), President Olusegun Obasanjo in April 2004, initiated Community policing in collaboration with police authorities under the tutelage of former Inspector General of Police, Mr. Tafa Balogun. Hence, six states including Benue, Enugu, Jigawa, Kano, Ondo, and Ogun were selected for the pilot scheme. The involvement of people in the pilot states by the Police covered issues of quality service delivery, partnership, accountability, empowerment and problem solving. By 2007, the number of states where community policing was introduced increased to 18, as 12 more states were added to the previous 6. Those additional states included Lagos, FCT (Abuja), Cross River, Kaduna, Anambra, Edo, Bauchi, Kogi, Oyo, Imo, Katsina and Borno.

However, in the Federal Capital Territory (Abuja), Kano and Kaduna, police authorities facilitated training for a number of Intelligence Officers in some of the Police Divisions on the concepts and methods of Intelligence-led Policing (ILP) who would in turn share with their relevant colleagues in their various divisions, the transferable skills generated through the training. Police authorities in the country revealed the importance of such training to security management citing an instance of Gwagwalada in the F.C.T. where it was reported that "a group of cultists were meeting to plan a revenge attack; due to information the police were able to intervene and prevent the incident.

Methodology

The study adopts survey research design with the sample opinion covered Police personnel and officers of Intelligence Unit of Nigeria Police, Force Headquarter and Abuja Command in the Federal Capital Territory of Abuja. The population of the study comprised of three thousand six hundred and seventy three (3673) Police personnel and officers, clustered sampling technique was adopted for subgroup of police officers. A sample of 367 heterogeneous police officers was extracted from a target population of 3673 police officers in the FCT Police Command. The sample size of 367.3 respondents was determined using Taro Yamane (1967) sample size formula. Descriptive statistic were used to analyze data into categories or forms that can be understood and interpreted. The data analysis was situated within Nigeria's socio-economic and political environment that give rise to kidnapping crimes.

Data Analysis and Result

Nature and Practice of Intelligence Led Policing with a Particular Focus on Kidnapping Prevention and Control in Nigeria

To examine the nature and practice of intelligence-led policing on management of kidnapping cases in Nigeria, questionnaires were administered to a total of 330 respondents. The first set of questions sought to establish whether or not intelligence-led policing is applied in tackling cases of kidnapping in Nigeria. It was found that a total of 56% respondent strongly agreed or agreed that Nigeria police force adopts intelligence-led policing strategy in the management of crimes such as kidnapping. Similarly, the respondents were also asked if Nigeria police apply intelligence-led policing as a mechanism in kidnapping crime and control. 24% strongly agreed while 30% agreed. Thus, yielding a total of 54% responses for respondents who strongly agreed/ agreed.
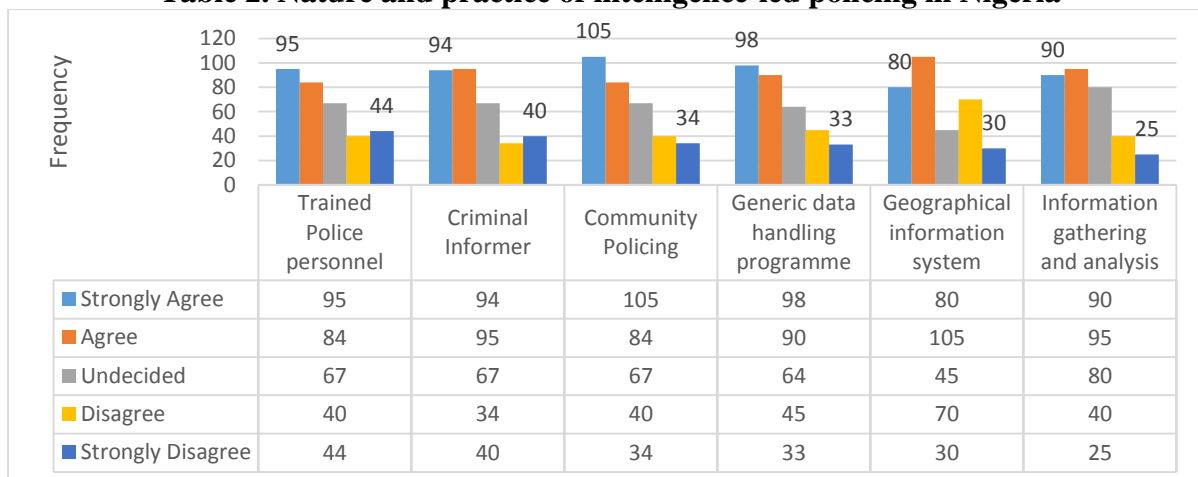
Table 1. Frequency Distribution of the Responses

	Column 1		Column 2	
	Nigeria Police adopt intelligence-led method in tackling kidnapping cases		Nigeria Police practice intelligence-led police mechanism in kidnapping crime and control	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Strongly Agree	105	32	79	24
Agree	79	24	100	30
Undecided	67	20	44	13
Disagree	34	10	67	20
Strongly Disagree	45	14	40	12
Total	330	100	330	100

Source: Field Survey, 2021

The table above established that intelligence-led methods are adopted to tackle kidnapping related cases in Nigeria, it does not spell out the type of intelligence-led policing applied to cases of kidnapping. Based on review from the literature, the respondents were asked to identify which intelligence method they thought was mostly used by the Nigeria Police to tackle kidnapping related cases. Most respondents (105 of 330) noted that community policing was the most effective way, followed by the use of geographical information system (98 of 330) and use of trained police personnel. The high number (44 out of 330) of respondents who strongly disagree that trained police personnel and criminal informer (40 of 330) are not effective means of tackling kidnapping crimes, also raises concern. Perhaps, putting in place a measure to check the activities police personnel meant to address kidnapping crimes will go a long way to reversing the trend of their responses. Likewise, measures to protect criminal informer will also be important.

**Table 2. Nature and practice of intelligence-led policing in Nigeria**

	Trained Police personnel	Criminal Informer	Community Policing	Generic data handling programme	Geographical information system	Information gathering and analysis
Strongly Agree	95	94	105	98	80	90
Agree	84	95	84	90	105	95
Undecided	67	67	67	64	45	80
Disagree	40	34	40	45	70	40
Strongly Disagree	44	40	34	33	30	25

Source: Field Survey, 2021

Assessing of Implementation of Intelligence-led Policing in Kidnapping in Nigeria

Twelve variants of intelligence-led policing were identified in the literature, which were then posed as questions to the respondents to assess their implementation status. Presents the responses. The strongly agree/ agreed responses were added to yield a single plot of responses associated to the various methods used in tackling kidnapping cases in Nigeria. It was found that re-evaluation of police organization, use of integrated intelligence, information gathering and covertly targeting criminals, are mostly put to use.

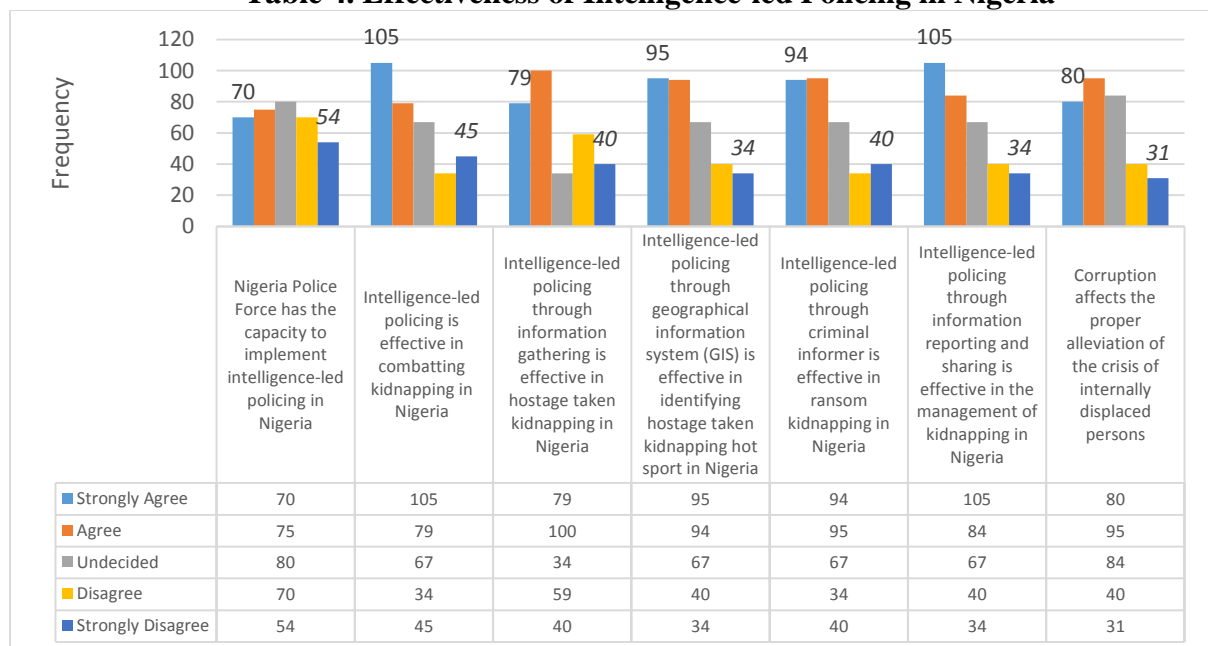**Table 3. Implementation of Intelligence-led Policing in Nigeria**
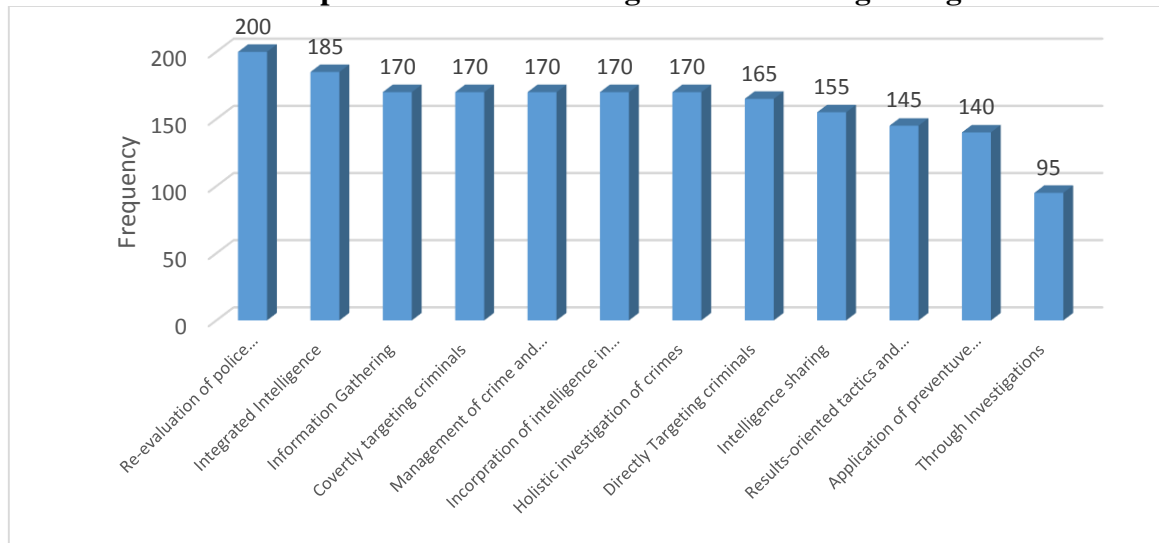
Source: Field Survey, 2021

Effectiveness of Intelligence-led Policing in the Management of Kidnapping in Nigeria

To examine the effectiveness of intelligence-led policing in the management of kidnapping in Nigeria, the respondents were asked to say if they strongly agreed, agreed, were undecided, disagreed or strongly disagreed. Most respondents (105 of 330) strongly agreed that the use of intelligence-led policing in combatting kidnapping in Nigeria is effective. Likewise, 105 of 330 respondents strongly agreed that intelligence-led policing through information reporting and sharing is effective on the management of kidnapping in Nigeria. Next to these, most respondents also agreed that intelligence-led policing through geographical information system and criminal informer are also effective.

The high number of respondents (54 of 330) who strongly disagreed that the Niger Police has the capacity to implement intelligence-led policing should be addressed through public enlightenment about how the police is tackling kidnapping cases in Nigeria.

**Table 4. Effectiveness of Intelligence-led Policing in Nigeria**

	Nigeria Police Force has the capacity to implement intelligence-led policing in Nigeria	Intelligence-led policing is effective in combatting kidnapping in Nigeria	Intelligence-led policing through information gathering is effective in hostage taken kidnapping in Nigeria	Intelligence-led policing through geographical information system (GIS) is effective in identifying hostage taken kidnapping hot sport in Nigeria	Intelligence-led policing through criminal informer is effective in ransom kidnapping in Nigeria	Intelligence-led policing through information reporting and sharing is effective in the management of kidnapping in Nigeria	Corruption affects the proper alleviation of the crisis of internally displaced persons
Strongly Agree	70	105	79	95	94	105	80
Agree	75	79	100	94	95	84	95
Undecided	80	67	34	67	67	67	84
Disagree	70	34	59	40	34	40	40
Strongly Disagree	54	45	40	34	40	34	31

Source: Field Survey

Identification of Challenges Confronting Intelligence-led Policing in Nigeria

The respondents were asked to identify what set of challenges they perceived was responsible for the effectiveness of intelligence-led policing that were discussed. 90 out of 330 (representing 29%) of the respondents noted that lack of motivation for the police is the dominant factor, followed by Poverty and unprofessionalism and inadequate equipment. To enhance the effectiveness of the Nigeria Police in applying intelligence-led methods to tackling kidnapping in Nigeria, it will therefore be important to address these issues.

Table 5. Identification of Challenges Confronting Intelligence-led Policing in Nigeria
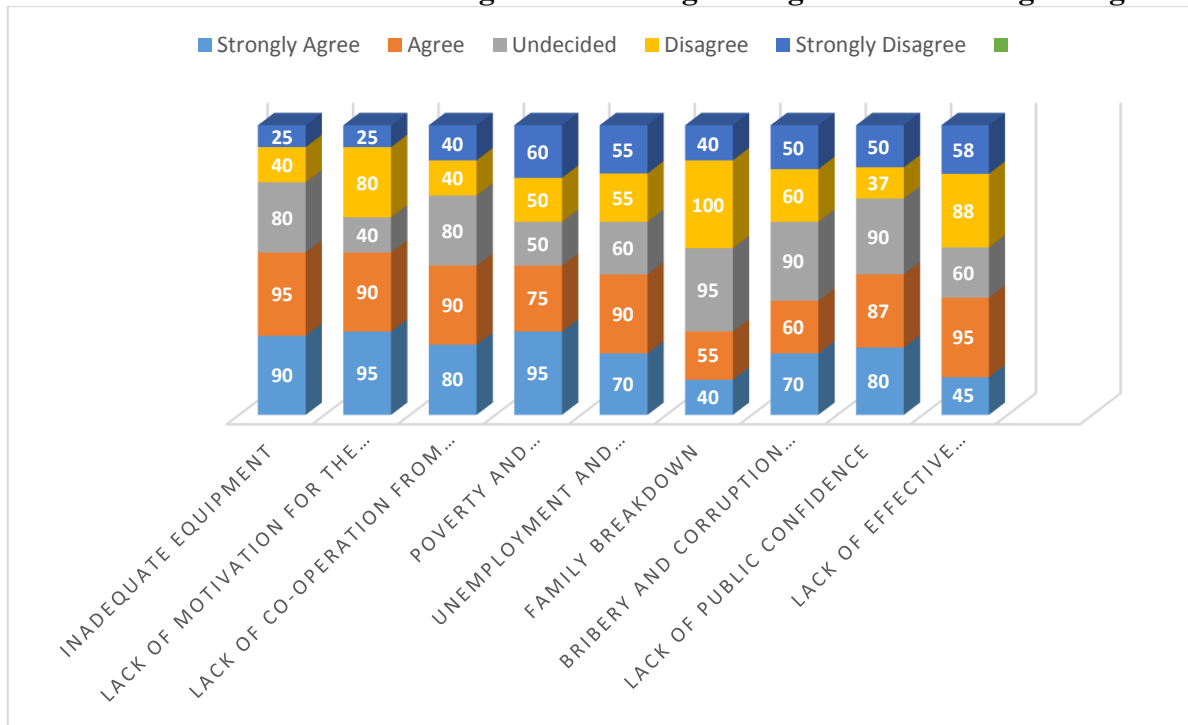
Source: Field Survey

Discussion of Findings

The result of the practice of intelligence-led policing from table 56% of police officers indicated that they conducted intelligence-led policing in management of domestic crimes in FCT. The high number of officers is a result of increase in crime in the communities within FCT. With ineffectiveness of traditional strategy of policing, shortcoming in Community policing strategy and increase in terrorism threats, intelligence-led policing is considered surest way of combating crime in the society. As Maguire (2000) noted that the increasing fragmentation of the community, fear and insecurity and the growth of the risk society have generated a massive requirement for increased security and knowledge. Thus policing benefit from an intelligence-led which over half of its officer are involved instead of working in isolation.

In the use of intelligence-led policing to manage crime, the use of criminal informer is vital tool though in some cases, the life of informer may be in danger or the informer may double cross the police putting the life of officers at risk of gang member through falsify information. The study sought to find out the presence of criminal informer in FCT as nature and applicability of intelligence-led policing in the county. The findings revealed that 81% of the police officers who were interviewed indicated intelligence-led policing largely depend on community though informers who provide relevant information which is later synthesis and analyzed into intelligent to be used in crime management.

However, none of the respondents disagree that criminal informers is a central tenet of an intelligence-driven policing strategy. The effective use of informants is one area that has received much attention, with forces encouraged to concentrate on recruiting and tasking them in greater numbers. Used with discretion and proper supervision, they represent a very cost-effective means of developing operations against crime, compared for example with the costs of deploying a full surveillance team to gather the same information HMIC (1997).

Intelligence-led policing was handy in providing information about crime and disorder hotspots within FCT as shown by 90.6% of the police respondents. FCT town metropolitan consist of several hotspots with various types of crimes. Kuje, Zuba and Karu were found to be notorious for burglary and general stealing of household items while Bwari and Area 1 were notorious for drugs such as Weed, Tramadol and Codeine. For management of crime in the county, there was need to isolate this hotspots and information about each hotspot analyzed with precision. Information was ideal in the management of crime in the locality of occurrence and also prevented it from spread to areas that are perceived peaceful and orderly. As such, the informers provided information about gang or criminal leaders thereby destabilizing the criminal groups in these hot spot areas within the county.

In most urban centers in FCT like in any other parts of the country, there are series of crimes and incident which involved motorbike theft and house breakage especially during festive periods. To prevent and reduce these incidents, 89.5% of the police officer respondents indicated that intelligence-led policing involved investigation of series of these crimes for a long time so as to come up with pattern of the crimes and incidents occurrence. As Mashiloane (2014) opined, crime analysis is a process by which crime data and information are statistically examined in an effort to identify crime trends, patterns, and possible suspect description. As such, intelligence-led policing in FCT has been done with aim of containing crime through examining of crime trends and patterns. Stenton (2009) asserted that reviewing crime reports and calls for the service to identify crime patterns and trends, by including crime weighting factors that would help categorize crimes and give them a level of priority in order to better allocate resources.

Result of effectiveness of intelligence-led policing in the management of kidnapping in Nigeria, the respondents were asked to say if they strongly agreed, agreed, were undecided, disagreed or strongly disagreed. Most respondents (105 of 330) strongly agreed that the use of intelligence-led policing in combatting kidnapping in Nigeria is effective. Likewise, 105 of 330 respondents strongly agreed that intelligence-led policing through information reporting and sharing is effective on the management of kidnapping in Nigeria. Next to these, most respondents also agreed that intelligence-led policing through geographical information system and criminal informer are also effective.

Factors Affecting the Effectiveness of Intelligence-Led Policing in Fighting Crime Figure 2 shows the frequency of the respondents' sentiments regarding factors affecting the effectiveness of intelligence-led policing in fighting kidnapping crime. The majority respondents (78%) highlighted that availability of resources has a bearing on the effectiveness of intelligence-led policing. The views of the respondents might resemble the fact that resources such as computers for analysis and police vehicles for increasing mobility in gathering criminal information, investigating and detecting crimes impede the effectiveness of intelligence-led policing in fighting crime. The challenge of inadequate resources has been exacerbated by a meagre allocation of funds to the organization due to the prevailing economic challenges in the country. In tandem with the findings of the current study, Scott & Phillips (2012) empirical research found that lack of resources such as computers restricted crime analysis and rendered intelligence led policing ineffective to curb the incidents of crime in the society of Quantico, USA. However, some of respondents (10%) seem to disagree with this

factor and this might reflect that some respondents could not articulate the extent of resources required to implement intelligence-led policing in order to fight crime effectively.

Majority respondents (74%) affirmed that lack of training jeopardizes the effectiveness of intelligence-led policing. The sentiments of respondents might reflect that there was inadequate crime analysis training, if any, offered by the police to its members regarding how to effectively implement intelligence-led policing. The respondents' views might further denote the fact that the selection of the CID might not be as a result of skills and competence, hence this might point to lack of training on the part of the CIO. This is in line with the research of Scott and Phillips (2012) on crime analysis training which conclusively deduced that crime analysis training was essential at middle-level-management to increase intelligence-led policing support. Some of the interviewees also questioned the recruitment procedure of other lower level personnel in the CIU. Most of them are recruited from the mainstream DUB, hence they lack the requisite skills needed for effective performance of their duties. Whilst it is noble to recruit from within the organization, training becomes imperative if ever the organization is to get the best results from the CIU.

Almost two thirds of the respondents cited availability of manpower as a key factor in the successful implementation of intelligence led policing. Most of the interviewees concurred to the fact that the CIU is currently understaffed. This is supported by the fact that the unit is only found at district levels, sometimes with a total staff establishment of less than 15 members. Some of the junior members were not even aware of the specific functions of the unit hence they cannot derive value from this important section of the organization.

The respondents were asked to identify what set of challenges they perceived was responsible for the effectiveness of intelligence-led policing that were discussed. 90 out of 330 (representing 29%) of the respondents noted that lack of motivation for the police is the dominant factor, followed by Poverty and unprofessionalism and inadequate equipment. To enhance the effectiveness of the Nigeria Police in applying intelligence-led methods to tackling kidnapping in Nigeria, it will therefore be important to address these issues.

Conclusion and Recommendation

The findings revealed that kidnapping in FCT is rampant and the most common one is the kidnapping for ransom, Intelligence-Led Policing has been conducted in the management of crimes in FCT due to ineffective of other policing practices. The criminal informers are mainly used to gather information from crime environment which is later used as intelligence. Both external factors such as increase in crime at household level, schools and other commercial unit as well as internal factors such as efficient allocation and use of resources were some of the reasons for adoption of Intelligence-Led Policing. In FCT, Intelligence-Led Policing has led to targeting of criminals using overt and covert means, working with local partnership especially security firms and linking of serious of crimes. Further, the nature of Intelligence-Led Policing is been characterized by integrated intelligence structure and holistic investigation of crimes. However, the application results oriented tactics and strategies, key performance indicators and re-evaluation of police current policies and protocols toward domestic crimes is still wanting.

The Nigeria Police Force took an early initiative to adopt the concept of intelligence- led policing through the creation of the Criminal Intelligence Unit in the early 2000s. The unit, which is found in all the policing districts within the country, is manned by criminal intelligence analysts, field intelligence officers and the District Criminal Intelligence Officer. The roles of these office bearers are well articulated. Though the NPF should be commended for embracing intelligence- led policing, there are some impediments, some of which are beyond the control of the organization, which militate against the smooth implementation of the programme.

The success of intelligence- led policing largely depends on the availability of resources such as computers and vehicles, a challenge which the whole organization has had to grapple with over the years. There are indications that the criminal Intelligence Unit is understaffed, whilst those who occupy various positions in the unit lack the requisite skills and knowledge required for the execution of their roles. The following are recommended for the study.

i.   There is need for effective community policing in the country. Not just institutionalizing the machineries, adequate operational facilities should be given to the police to assist in their proper functioning. Henceforth families and relatives of victims should reject payment of ransom to kidnappers, because ransom payment has been noted to act as a motivational factor for the actions/operations of the criminal activities.

ii. Enforce laws against any political/government official/public office holder found collaborating with kidnappers directly or indirectly. Such a person should be disqualified from holding, contesting/vying for any position in government.

iii. NPC may also change the traditional police culture which may be an impediment for the adoption of innovative strategies such as ILP. Top management should show commitment to intelligence-led policing and this will send a strong message to junior police officers about the importance of intelligence-led policing.

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