

CRIMINAL INTELLIGENCE POLICING AND CRIME PREVENTION

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Abstract: Crime prevention is a priority for all advanced police organizations worldwide. It is no longer just a modern trend in policing but rather a strategic commitment of successful police agencies. In order to enhance their effectiveness in crime prevention, police agencies increasingly rely on criminal intelligence work in their work. This paper discusses the criminal intelligence police activity and its contribution to crime prevention. It further discusses the management of police structures through the criminal intelligence model and its contribution to crime prevention. One part of the paper is dedicated to the analysis of the dependence between community policing and the criminal intelligence model. The complementarity of these models and the contribution of community policing to the implementation of the criminal intelligence model are highlighted. Additionally, the paper briefly discusses the current state of community policing in Bosnia and Herzegovina. The research results provide an overview of the current situation in this area and the prospects for managing the police in the Republic of Srpska through the criminal intelligence model.

Keywords: police, crime prevention, criminal intelligence model, criminal intelligence work

Introduction

In everyday police practice, efforts are continuously made to seek new methods and techniques of police action that could contribute to more efficient policing in terms of crime prevention. In this context, through the synthesis of different methods of police action, different policing concepts of policing are being developed, with the aim of enhancing overall police effectiveness through their implementation.

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When traditional police repression was overshadowed by a proactive approach and when new concepts of policing emerged, a strategic approach was recognized as one of the key prerequisites for achieving these goals. The implementation of new policing concepts also implied the development of more refined strategic assessments and plans (Šetka & Đukić, p. 418, 2020).

In the Republic of Srpska and Bosnia and Herzegovina, the implementation of the community policing concept began in 2003, initially through separate pilot projects carried out under the sponsorship of international partners (Simonović, 2006; Deljić & Lučić Čatić, pp. 177–178, 2011). This concept was expected to deliver significant results in policing, particularly to improve cooperation between the police and the public, and increase the level of trust between the police and the public.

Twenty years later, however, we cannot say confidently that these expected results have been achieved because this concept has been almost entirely abandoned and inapplicable within the police agencies of Bosnia and Herzegovina. Hence, the operational practices of local police structures have not accepted this model, although the conducted researches have shown that police officers themselves recognize the importance of community policing as a means to enhance police efficiency and build public trust in police structures. However, significant criticism exists concerning how the concept was introduced and implemented, especially due to cultural differences between the local context and Western models (Lalić, Šetka, Jovičić & Lipovac, p. 250, 2024).

The community policing concept was intended to serve as a foundation for the introduction of new policing models which cannot be imagined without an adequate level of cooperation between the police and the community.

Given the specific characteristics of the security system and since it can be defined as 'an organized social system through which society organizes the function of protecting its vital values for the general progress and development of society' (Keković, p. 139, 2009), it implies a built and organized set of subsystems that have a defined scope of work and apply general and special methods. Precisely one of those subsystems, which represents a separate system in itself, is the police system. Also, it is the most practical branch of security – public safety (Jovičić & Šetka, 2020; Šetka & Đukić, p. 144, 2024). Police systems in countries aspiring to join the European Union are required to manage their police agencies in accordance with the intelligence-led policing model. This model has been established as a condition for fulfilling the criteria of negotiating Chapter 24 – Justice, Freedom and Security, and is also recommended by the Organization for Security and Co-operation in Europe (Jovičić & Šetka, p. 256, 2018). It is accepted that police systems can effectively confront contemporary challenges and threats, including the prevention of different types of crime, only if they have timely information about the complex security (criminal) environment. According to theorists from Western Europe, this has led to greater commitment among modern police systems to criminal intelligence work, with a focus on proactive strategies and targeted attention to the criminal context (environment), individuals, and groups suspected of involvement in criminal activities (Simonović, p. 25, 2012).

Taking into account both the above-mentioned and the fact that the police system in Serbia has been already implementing the management of police structures through the criminal intelligence model in order to meet the requirements of negotiating Chapter 24, it logically follows that the police of Republic of Srpska will, in the near future, also be obliged

to adopt the intelligence-led policing model in its management of police structures. However, this obligation may present a significant challenge, as this policing concept is inherently complementary to, and could be seen as a logical extension of, the community policing model, which has not achieved success in this region.

Criminal Intelligence Work

The definition of criminal intelligence work cannot be separated from the definition of intelligence work itself. When intelligence work is primarily understood as the covert collection, processing, and dissemination of confidential data through the use of unauthorized means, it is being defined in a traditional sense. Based on this perspective, a more complex definition of intelligence work within institutional and democratic frameworks can be offered (Andonov & Stanković-Pejnović, p. 150, 2014): Intelligence work is the organized collection of confidential information and data on the situation and activities in other countries and regions, groups, organizations or individuals, systematizing, analysing and providing this information and data to other state institutions that ordered them and need them, with the aim of achieving security interests in the protection of their own facilities that are endangered by various types of risks and threats. Gathering information is done by various methods and means, in legal and illegal ways and from different sources of information. (Mijalković, p. 7, 2015).

Unlike intelligence work, it can be said criminal intelligence work 'in the purest sense, is the product of an analytic process that evaluates information collected from diverse sources, integrates the relevant information into a cohesive package, and produces a conclusion or estimate about a criminal phenomenon by using the scientific approach to problem solving (i.e., analysis). Criminal intelligence, therefore, is a synergistic product intended to provide meaningful and trustworthy direction to law enforcement decision makers about complex criminality, criminal enterprises, criminal extremists, and terrorists' (Masse, O'Neil & Rollins, p. 82, 2008).

According to the understanding of Professors Simonović and Pena, criminal intelligence work is a police (investigative) activity and a new approach (philosophy) in the work of criminal police. Criminal intelligence work entails the development of a system and the creation of legal, organizational, personnel, and technical capabilities and prerequisites that ensure the standardized and continuous (both overt and covert) collection of security-relevant information, as well as their assessment, analysis, and dissemination, with the purpose of supporting the decision-making process and operational efforts in combating crime at all levels. Criminal intelligence activity i.e., intelligence-led investigations, are based on criminal intelligence work and is a set of activities carried out by the criminal intelligence service and undercover investigators. These activities, together with the application of all available police operational and tactical measures and actions, are directed toward the systematic collection of information related to specific incriminated phenomena, events, individuals, and organized criminal groups, the investigation of which requires an extended period. Operational control may be established over a person, building, or area for which there are indications of links to organized crime, corruption, or other serious forms of criminal offenses that exhibit a tendency to recur (Simonović, pp. 100–101, 2010).

In practical terms, police criminal intelligence work includes conducting covert criminal intelligence observation, applying criminal intelligence operational techniques, executing

covert criminal intelligence operations, conducting direct intelligence analysis, managing and working directly with criminal intelligence sources, coordinating police units in prevention tasks, conducting criminal and other investigations of all forms of criminal activity, directly engaging in the development and training of resources, coordinating international police cooperation in the field of criminal intelligence activities, and more (Manojlović & Stevanović, p. 82, 2007).

Taking into account all of the previously mentioned positions and understandings, it can be said that criminal intelligence activities carried out by the police hold significant practical importance in crime prevention. This area of police activity represents one of the essential functions of the criminal police (service) and can have a considerable impact on the prevention of criminal offenses. Criminal intelligence activity should, first and foremost, be properly and consistently established (present) at the local level (within security sectors that cover the entire jurisdiction of a police station). This emphasis on the local level is due to the fact that numerous indicators of various forms of criminal activity typically emerge within local communities. If these indicators are identified, recognized, and analyzed in a timely manner, they can serve as a foundation for undertaking necessary measures and actions to prevent the commission of criminal offenses. Hence, detecting such indicators enables the police to operate in the pre-criminal space at the local level and to prevent the execution of planned criminal offences. Members of the criminal police service, specifically, their commitment to criminal intelligence work within their respective security sectors play the key role in this process. It is necessary that they detect indicators of different criminal activities, correctly interpret them, document them, and forward them to the appropriate organizational units for further analysis.

When it comes to crime prevention, recognition of the indicators that appear before the commission of a criminal offense is especially important as these are of critical importance to preventive efforts. Detecting such indicators requires skill, alertness, experience, dedication, and professional commitment on the part of criminal police officers. This work also demands effective organization of criminal police operations within the area covered by each police station's jurisdiction. In addition to pre-offense indicators, it is also important to identify criminal indicators that manifest during and after the commission of a crime. Gathering these indicators is crucial for crime prevention since their analysis can help uncover patterns, circumstances, and causes that facilitate the perpetration (occurrence) of criminal offence so that they enable action aimed at neutralizing the causes and conditions that contribute to the development of criminal behaviour. Thus, police officers who perform criminal police tasks at the local level, as well as uniformed police officers through their police and patrol duties, can effectively identify risk factors that contribute to crime. In doing so, they help ensure effective prevention of criminal activity. In addition to the mentioned, they can also actively contribute to successful and efficient criminal intelligence activity.

Through the implementation of criminal intelligence work, police officers working within a security sector can use observation and inspection to identify locations where various criminal activities are taking place. Such knowledge can serve as a starting point for special observation, tracking, video recording and surveillance of those locations, controlled deliveries, engagement of undercover investigators, and other measures. Similarly, through this type of work, police officers can observe with whom suspicious individuals are establishing contacts, whom they associate with, which vehicles they use, where they most often meet, and which

criminogenic environments they visit. A particularly important role in this police activity is played by the information collected by officers from their operational connections (informants). Information obtained from operational sources is of great importance for preventive policing. However, while such information is indeed valuable for criminal intelligence activities aimed at preventing crime, it must be emphasized that these sources can often be sensitive due to the nature of the information they provide, their status within criminal circles, or the circumstances in which they live. For this reason, it is essential that police officers pay particular attention to the protection of their informants and other collaborators from criminogenic environments.

Foreign literature offers approaches that recommend organizing police criminal intelligence work at multiple levels to ensure its full effectiveness. For the practical implementation of this approach, it is recommended that the structure be established at the local, regional, and national (central) levels. At each level, it is necessary to develop specific intelligence products: strategic assessment, tactical assessment, problem profile, and target profile. The strategic assessment is prepared based on records of committed criminal offenses, findings from public opinion surveys, and data collected by other local agencies for the needs of the Strategic Tasking and Coordination Group. The Strategic Tasking and Coordination Group is established at the central level. The strategic assessment produced by the group supports the definition of control strategies and the identification of priority issues. The tactical assessment is developed to define tactical tasks. Using various data sources, it identifies and tracks crime trends and current operational threats with the aim of determining the most effective methods for implementing the priorities established by the Strategic Tasking and Coordination Group. A problem profile is an assessment of the trend of a particular type of crime or dangerous place. It involves a detailed analysis of the problem or threat, as well as recommendations for further police work – criminal intelligence, preventive, operational, repressive or for establishing partnerships with the community. Finally, a case profile includes an assessment of a person or criminal network, with a recommendation for the deprivation of liberty of specific individuals, as well as the protection of potentially vulnerable individuals. (Loyka, Faggiani & Karchmer, pp. 8–11, 2005).

Police Work Based on the Criminal Intelligence Model and Crime Prevention

The concept of criminal intelligence work first gained its true meaning in the 20th century in the United Kingdom. In defining this concept, we begin with the term Intelligence, which is understood in theory in various ways. Most commonly, it refers to intelligence activity, the intelligence cycle, or intelligence data. In British literature, David Carter defines intelligence as the product of an analytic process that evaluates information collected from diverse sources, integrates the relevant information into a cohesive package, and produces a conclusion or estimate about a criminal phenomenon (Carter, p. 9, 2009; Carter & Carter, D., p. 139, 2009). Jerry Ratcliffe uses the term Criminal Intelligence to describe the creation of intelligence knowledge about crime, which serves as the basis for making relevant tactical, operational, and strategic decisions for security agencies in the fight against crime (Ratcliffe, pp. 3–7, 2016b; Ratcliffe, p. 85, 2008). These authors are considered pioneers in the theoretical presentation of this model of police work.

David Carter and Jeremy Carter define the intelligence-led policing model as 'the collection and analysis of information related to crime and conditions that contribute to crime,

resulting in an actionable intelligence product intended to aid law enforcement in developing tactical responses to threats and/or strategic planning related to emerging or changing threats' (Carter & Carter, p. 312, 2009). Viewed broadly, the intelligence led policing model is a set of inter-connected principles, procedures, standards and methods that enable continuous improvement of the efficiency and effectiveness of operational police work led by specially designed, selected and structured intelligence, which serves as basis for strategic (long-term) and operational (short-term) decisions. Viewed narrowly, the term intelligence-led policing refers to a special system for management of criminal intelligence and planned operational police work, in which intelligence is the foundation when defining priorities, strategic and operational objectives in the prevention and suppression of crime and other security threats; it also includes making appropriate decisions on operational police work and actions, rational engagement of available human resources and allocation of material and technical resources. (Kostadinović & Klisarić, p. 3, 2016).

In exploring the intelligence-led policing model in relation to other proactive policing models, Ratcliffe identifies four characteristics that, in his view, distinguish it from other policing strategies, making it, in his opinion, the best policing strategy of the 21st century. These characteristics are: Identification of individuals and criminal groups; Use of covert investigative methods to identify active offenders; Detection of crime hotspots; Criminal investigations related to series of criminal offenses; Implementation of preventive measures through collaboration with local safety councils to reduce crime and disorder. He emphasizes that this proactive model of policing requires a larger number of police officers to focus on proactive investigations rather than reactive ones. Activities must be directed toward enhancing efforts in the collection and analysis of intelligence data so that such data can serve as a foundation for selecting appropriate policing strategies. This model formulates strategic priorities for policing in an objective manner. It serves as a basis for resource allocation, directing investigative efforts toward offenders who pose the greatest threat to society, and focusing on areas with the highest crime rates. The core idea is that the intelligence-led policing model, meaning the collection and analysis of data, should form the basis for operational work, rather than operational work generating the demand for intelligence gathering. When analyzing the challenges in combating crime, issues such as the level of reported crime recorded by the police, the number of initiated court proceedings, and the number of convictions are addressed. Additionally, particular attention is given to recidivists and to locations with the highest concentration of criminal offenses, so-called crime hotspots. According to Ratcliffe, police efforts should focus on recidivists, especially repeat offenders who pose the greatest social danger, and on crimes that generate the highest levels of fear within the community (Ratcliffe, 2008).

Kelling and Bratton argue that intelligence-led policing is crime fighting that is guided by effective intelligence gathering and analysis, and that it has the potential to be the most important law enforcement innovation in the 21st century (Kelling & Bratton, p. 5, 2006).

In practice, the intelligence-led policing model is implemented through the so-called criminal intelligence process, which is structured around twelve core functions: strategic and operational planning, requests, planning of criminal intelligence work, collection, processing, analysis, dissemination, decision-making, planning of operational police activities, implementation, monitoring, evaluation, and quality management. A similar process is outlined in the OSCE manual, with the note that no universal template exists due to differences in local and national contexts. Nevertheless, regardless of how the criminal intelligence process is struc-

tured, it must always be based on a high-quality criminal intelligence product—a strategic public safety assessment (OSCE, 2017).

The strategic public safety assessment is created at the highest level of leadership and management—the strategic level. It serves as the foundation for subsequent strategic and operational planning. The first part of this assessment involves a strategic analysis of the state and trends across all areas of activity within the Ministry of the Interior. The second part is dedicated to forecasting (prediction). This section also includes the selection of a set of security priorities and provides recommendations for addressing the most urgent security issues.

In preparing this strategic assessment, alongside general scientific methods, the most advanced techniques for risk and threat assessment are applied. These methods have been affirmed within the intelligence-led policing model, as well as in other modern policing concepts. This segment of intelligence-driven police work brings a completely new dimension to strategic police planning. As a result, strategic documents are far more detailed, precise, and—most importantly—methodologically sound. The development of the assessment and the identification of priorities rely on group decision-making and consensus, thus overcoming the shortcomings of traditional strategic decision-making methods. We can conclude that the intelligence-led policing model contributes to improved strategic planning within the police. The strategic public safety assessment, an essential component of the criminal intelligence process, represents a high-quality strategic document that is both theoretically and methodologically well-founded. A strong example of this is the Republic of Serbia and its police force, which has been actively working on implementing the intelligence-led policing model for several years (Đurđević & Racić, 2018).

It is important to emphasize that the application of the criminal intelligence model requires changes both in how police work is performed and in how police operations are managed. With regard to police management, the intelligence-led model applies to all areas of police oversight and presents itself as a comprehensive business model. This model focuses on the systematic collection and evaluation of data and information through a defined analytical process, transforming them into products of strategic and operational analysis, which in turn serve as the basis for improved, informed, and evidence-based decision-making (OSCE, p. 9, 2017).

Thus, the intelligence-led policing model represents a method of managing police work based on criminal intelligence. Criminal intelligence refers to a set of collected, evaluated, processed, and analyzed data, forming the basis for decision-making in police operations. However, this is only the first formal step in establishing a criminal intelligence model, which is defined in our country as the intelligence-led policing model. It lays the foundation for implementing a police work model driven by criminal intelligence. This marks the beginning of a long and challenging process that requires a proper understanding of the key factors involved in implementation of the model. The success of implementation of intelligence-led policing depends on the model of criminal intelligence activity, which formalizes and connects all criminal intelligence structures and processes (Šerbek, p. 31, 2017).

In contrast to the traditional reactive approach to work, in the intelligence-led policing model, police work is focused on preventing the most serious and common security problems, on hotspots, multiple returnees and persons who are at high risk of becoming victims of criminal acts. This specifically means a change in philosophy from a crime towards the

perpetrator to a philosophy from a registered, potential perpetrator towards preventing the commission of a criminal act (Đurđević & Radović, p. 447, 2017).

The authors who advocate the thesis of the mandatory introduction of this model into police systems in the Balkans state that it is necessary to include uniformed police in the information collection process, in addition to criminal police. However, we believe such views are not entirely justified, as it is well-known that the uniformed police often serve as a primary source of field data. Therefore, they are already fully involved in the collection of operational (criminal intelligence) information and have both the capacity and the authority to be part of this process. If, in practice, some police agencies fail to include uniformed officers in intelligence collection, that should be seen as a flaw in the organization of work processes rather than a shortcoming of the overall system, which is something that a new concept, including a new policing model, cannot automatically resolve.

Based on all of the above, we can conclude that the management of police structures through the intelligence-led policing model has a perspective in terms of contribution to the prevention of crime. Furthermore, for all countries that want to join the European Union, the adoption of the intelligence-led policing model is one of the conditions they must fulfil in the accession process. Furthermore, this model enables the adoption of important strategic documents aimed at preventing crime. We primarily refer to the adoption of the strategic assessment of public safety, which serves as the cornerstone of policing efforts in this domain. Likewise, policing that is based on criminal intelligence undoubtedly produces results in terms of general crime prevention, and it can make a great contribution in the fight against organized crime and organized criminal groups.

Implementation of the Criminal Intelligence Model in the Police System of Bosnia and Herzegovina

Taking into account the organization of the police system in Bosnia and Herzegovina, as well as the requirements of managing police structures through the intelligence-led policing model, we can assume potential problems on the way to the implementation of this model. Therefore, all indications suggest that a number of potential issues may arise during the introduction of the intelligence-led policing model into the Bosnia and Herzegovina police system. Introducing a new management model into the police agencies of the Bosnia and Herzegovina police system will undoubtedly be a major challenge for this complex and uncoordinated system (Šetka, 2016a). The lack of coordination within the Bosnia and Herzegovina police system results from the inadequate organization of the police in Bosnia and Herzegovina, which is not aligned with the Constitution (Jovičić & Šetka, 2019). One particularly problematic aspect of the police structure is its deviation from the territorial organization of the state. It is an unprecedented situation in any European country. Furthermore, in the current political climate, marked by numerous political and ethnic tensions, it is unreasonable to impose a centralized police agency from the level of common state institutions onto local police services, especially given that such agencies (SIPA) do not have its organizational units at the local level (except for four cities in Bosnia and Herzegovina where regional centres exist). In addition to the potential political and general conceptual problems in the organization of police structures in Bosnia and Herzegovina, which will clearly emerge, this police system also faces the challenge of ensuring that all its police agencies comply with some of the fundamental principles essential for exercising police authority in their work. This primarily relates to one of the basic

principles of police work, i.e. on the principle of familiarity with the person and the territory. This principle is difficult to uphold because police agencies operating at the level of common institutions lack their own local police structures. Therefore, it is unrealistic to expect these agencies to consistently comply with this principle in their work. Likewise, without adherence to this principle and without a constant presence in the security sector, it is impossible to expect these police structures to function efficiently or gather adequate criminal intelligence.

It is the practice of failing to respect the provisions of the Constitution of Bosnia and Herzegovina and the tendency of a part of the political elite to centralize police operations that could represent the greatest obstacle to implementing this model of police management. We claim this based on experiences from the past period, when there were attempts to achieve, or at least to try to achieve, part of these aspirations through the concept of community policing. The introduction of this model is an even more suitable moment for achieving these aspirations. However, these aspirations by some political elites in Bosnia and Herzegovina could be thwarted at the outset if police agencies themselves develop the necessary capacities and adapt their management and organizational structures to the intelligence-led policing. This would demonstrate, clearly and unambiguously, that policing based on this model has already been taking place in our region for decades. Therefore, the Ministry of Internal Affairs of Republic of Srpska should formally frame its approach to solving security issues within the structure of this model - a model that is already functioning in practice. This is evident from the fact that as early as 2001, the Ministry of Internal Affairs of Republic of Srpska formed the Criminal Intelligence Department within the Criminal Police Directorate, which was after that implemented from the lowest (local) to the highest (republic-central) levels. In this way, through its proactivity, the Republic of Srpska police would thwart potential solutions that could be forced upon them through the introduction of this model, all with the aim of changing the concept of police management in Bosnia and Herzegovina (Jovičić & Šetka, p. 264, 2018). (Jovičić & Šetka, p. 264, 2018).

In addition to the aforementioned potential issues, the partial or near-total failure of the community policing concept could also significantly impact the introduction of the intelligence-led policing model. Community policing has clearly not yielded the desired results in the Bosnia and Herzegovina police system, citizens evidently lack sufficient trust in police structures, and the model has not been widely embraced by police officers themselves (Šetka & Đukić, 2015). In practice, there has been a near-complete abandonment of this model. This is likely to become a major issue, as the intelligence-led policing model is intended to rely heavily on the foundations laid by community policing. If the police system of the Republic of Serbia is taken as a reference for understanding the intelligence-led policing model, it can be concluded that this model is closely linked to, and dependent on, the community policing concept. This assertion is best reflected in the following observation: One of the most significant innovations is the clear and unequivocal commitment of the police to use two relatively different models of policing in their operations: the community policing model and the intelligence-led policing model (ILP). Community policing is a model of police work that is the foundation for improving preventive police work, police organization and management, the police value system and work evaluation, affirming the role of the community in raising the level of security, and promoting the idea of greater community and citizen participation in police activities. The essence of the intelligence-led policing model lies in the formation of strategic and operational management groups that, based on criminal intelligence, make decisions on

operational police actions, determine priorities, and define strategic and operational objectives in the fight against crime and other serious security challenges, placing special emphasis on terrorism, organized crime, corruption, and serious criminal offenses. These models and concepts are complementary, interconnected, and interdependent. (Đurđević & Racić, p. 603, 2018). However, as we have already said, the necessary work results (which are based on the concept of community policing), as well as the application of the concept itself, are almost non-existent in practice. Since the basis of the model is criminal intelligence information and operational police activity, without an adequate level of trust and cooperation with citizens, it will be difficult to achieve the desired results through the intelligence-led policing model. It is also important to mention the trust of citizens in the police, as this is significantly emphasized in these models. Namely, the issue of citizens' trust in the police is a much more complex issue than what is considered by the intelligence-led policing model, and we believe that no model can significantly influence the improvement of the situation on this issue. Many other activities need to be undertaken in order to increase the level of citizens' trust in the police, and so that this concept of work could contribute to the prevention of crime.

Research Overview

The research, of which a portion of the results is presented here, was conducted in the territory of Republic of Srpska and Bosnia and Herzegovina in 2022. The sample consisted of 351 police officers. One part of the research focused on the attitudes of police officers regarding general information about the management of police structures through the intelligence-led policing model and the contribution of this new model to crime prevention.

Table 1 – Distribution of respondents (police officers) by response to Question 1: Have you heard of managing the police through the intelligence-led policing?

Question 1: Have you heard of managing the police through the criminal intelligence model?	Number of Respondents	
	Φ	%
Yes	125	35.6
No	226	64.4
Total	351	100.0

Managing the police structures through the intelligence-led policing is one of many requirements that will be placed before Republic of Srpska and Bosnia and Herzegovina on their path toward European Union accession. In addition, there are significant positive experiences indicating that this model contributes to more effective police performance and crime prevention. We were interested in whether police officers were even aware of such a model, especially considering that it is currently being implemented in the Republic of Serbia. Out of the total 351 surveyed police officers, 125 (35.61%) stated that they had heard of or were familiar with the criminal intelligence model of policing, while 226 (64.39%) reported that they

had not heard of it. This means that the majority of police officers have no knowledge of this model whatsoever and are entirely unfamiliar with this approach to policing. This leads us to the conclusion that prior to implementing the model itself, it would be essential to educate police officers on the principles and practices of intelligence-led policing.

Table 2 – Distribution of respondents (police officers) by response to Question 2: Do you believe that a new philosophy of policing could contribute to more effective crime prevention?

Question 2: Do you believe that a new philosophy of policing could contribute to more effective crime prevention?	Number of Respondents	
	Φ	%
yes	112	31.9
no opinion	191	54.4
no	48	13.7
Total	351	100.0

Assuming that a new philosophy of policing could potentially improve the police's effectiveness in fulfilling its duties, especially in terms of crime prevention, we asked police officers whether they believe such a change in philosophy could contribute to better results. The responses were as follows: 112 officers (31.91%) believe that a new policing philosophy could enhance police effectiveness in crime prevention, 191 officers (54.42%) expressed no opinion, and 48 officers (13.68%) believe that a new philosophy of policing would not lead to improved performance. The experiences of police officers have probably determined the majority of them to answer this question in this way. Primarily, we believe that a large number of officers without an opinion on intelligence-led policing stems from a lack of adequate knowledge or exposure to the model.

Conclusion

If we consider how the criminal intelligence model was originally conceived, as well as the extent to which it could contribute to crime prevention, we can assume that it would be a positive innovation in the work of police structures in Bosnia and Herzegovina that would result in more effective crime prevention. However, the current state of society and the complex socio-political dynamics – particularly the political ones – do not inspire much hope that this concept will be implemented within the police system of Bosnia and Herzegovina in the foreseeable future. Following this, consideration should be given to its implementation within individual police agencies that possess the capacity to implement it. Primarily, this refers to the police of Republic of Srpska.

Faced with modern security challenges and the complexity of crime, the Republic of Srpska police, as well as other police agencies in the region, has to re-examine and transform

their approaches toward more efficient and proactive action in terms of crime prevention. In this context, managing police structures through an intelligence-led policing model would represent not only a methodological advancement in police work, but also a strategic imperative that enables higher quality planning, management, and decision-making within the police organization.

The implementation of the intelligence-led policing model in the Republic of Srpska police should be seen as a complex and demanding process that involves not only structural and operational changes, but also a fundamental transformation of the existing philosophy of policing. Nevertheless, international experiences, particularly from European countries, show that this model contributes to a more efficient fight against modern forms of crime.

A 2022 study showed that the majority of police officers in the Republic of Srpska police are not at all familiar with this model of work, which points to the urgent need for systematic education as the first step in its implementation. At the same time, the prevailing indifference and lack of a clear position among the majority of respondents regarding the potential benefits of the new policing philosophy suggest deeply rooted skepticism, as well as a lack of communication and strategy when it comes to the development of police structures.

The successful implementation of this model will also depend on building a higher level of public trust in the police. Without active cooperation with the community, it is not possible to develop a high-quality criminal intelligence base. Community policing, which has largely failed in Bosnia and Herzegovina, was a fundamental prerequisite for the functioning of the intelligence-led policing model, making its implementation all the more complicated.

Therefore, although the introduction of the intelligence-led policing model is an unavoidable step on the path toward European integration, and although its implementation within the current political, institutional, and cultural context in Bosnia and Herzegovina requires careful planning, a long-term strategy of education and capacity-building, as well as gradual integration through existing practices that have already proven effective, its implementation should begin individually, with those police agencies that make up the system. While implementing the intelligence-led policing model, it is essential to respect the autonomy of each police agency. Naturally, the intelligence-led policing model only makes sense in police agencies that include local police forces within their organizational structure.

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