

# Contents

List of Figures	vi
Notes on Contributors	viii
1 Introduction	1
2 Transnational Organized Crime	13
3 Intelligence Studies	23
4 International Case Study 1: Criminal Intelligence Service Canada (CISC)	38
5 International Case Study 2: The Serious and Organised Crime Agency (SOCA)	57
6 Australian Case Study 1: The Australian Crime Commission (ACC)	79
7 Australian Case Study 2: Australian Federal Police (AFP)	102
8 Conceptual Frameworks for the Integration of Strategic Intelligence	126
9 Conclusion	145
References	151
Index	168

# List of Figures

2.1	Criminal network	17
4.1	CISC Central Bureau Organizational Structure	41
4.2	CISC Central Bureau's goals, deliverables and clients	43
4.3	Canadian Criminal Intelligence Model	46
4.4	Aggregated analysis – CISC	48
4.5	Time and reporting focus of CISC strategic intelligence products	51
5.1	SOCA's strategic imperative framework	60
5.2	SOCA's strategic imperative framework analysis	60
5.3	SOCA's outputs framework	62
5.4	Analysis of the association between SOCA's outputs and strategic imperatives framework	62
5.5	UK National Intelligence Model (UK NIM)	67
5.6	Strategic and tactical intelligence in the UK NIM	69
5.7	Conceptual framework for the interaction of intelligence and strategy development	71
6.1	ACC outcomes and outputs framework	85
6.2	ACC structure	87
6.3	Division of the strategic intelligence cycle within the ACC organization structure	87
6.4	ACC's intelligence cycle	91
6.5	ACC product focus	93
6.6	ACC crime analysis/strategic intelligence formulas	93
6.7	ACC intelligence product timeline	96
6.8	ACC intelligence products	97
7.1	AFP organization chart	109
7.2	AFP outcomes and outputs framework	111

7.3	AFP intelligence cycle	115
7.4	AFP conceptualization of intelligence focus	117
7.5	AFP Intelligence Portfolio structure including areas focused on TOC	120
7.6	AFP Intelligence Portfolio structure that produces strategic intelligence	121
7.7	Timeline analysis of AFP intelligence reporting	123
8.1	Current strategic intelligence–policy framework	135
8.2	Australian Policy Cycle	137
8.3	The intelligence cycle	138
8.4	Proposed theoretical framework for strategic intelligence in law enforcement	139
8.5	Conceptual framework for strategic intelligence–policy interface at the law enforcement organizational level	141