

Rachel Carson - The Math Nerd

[00:00:00] Welcome to analyst talk with Jason elders like coffee with an analyst, or it could be whiskey with an analyst, reading a spreadsheet, linking crime events, identifying a series and getting the latest scoop on association news and training. So please don't beat that analyst and join us as we define the law enforcement analysis profession.

One episode, I ahead time.

Thank you for joining me. I hope many aspects of your life are progress. My name is Jason elder. And today our guest has 18 years of law enforcement analysis experience. She was an analyst with the British transport police and an intelligence trainer for over 20 countries,

she specializes in open source intelligence and it two analyst notebook. She is currently the VP of membership for the IACA please welcome Rachel Carson, Rachel, how are we doing?

I'm doing very well. Thank you very much, Jason. It's a pleasure to be here.

Very good. Thank you. It's always a pleasure to talk to somebody across the pond, as they say over in the UK.

And absolutely. I appreciate you taking the time to [00:01:00] talk

with me. No, always a pleasure, Jason, you know that. All

right, so this time of year, what's it. What's it like over in UK weather?

Oh, well, we've just had this most ridiculous heat wave we've we took 40, we that's for the first time ever. Literally like the work, the country was falling apart.

We were, we had fires everywhere. Like the train lines were melting. The air, like the runways at the airports, they were crumbling. Like they just could not cope with the heat. We just not built for extremes. Like we can't do the snow and we can't do the heat and we don't have air con either. This is the thing, like in our houses, we're just.

Like, cuz we don't usually experience that kind of extreme heat. So yeah, we all kind of struggle for a couple days, but it's cooler now. It is cooler, but we still

haven't had any rain. So there are like droughts everywhere and it's just yeah. A bit

manic, but yeah man. Well it's what is it about four months and then it'll be cold.

Oh, it'll be

freezing. Yeah. We're logging in thermals. Yeah. Yeah. On four months it'll probably be four weeks, you know, that's how summer gone

now.

that's that's interesting. Yeah. I've been in parts of the country where August was cold, like [00:02:00] a cold, you know, cold spell went through August, so all right. Well very good.

Well how did you discover the law enforcement analysis profession?

Okay. So it was really by chance to be honest. So I qualified as a mathematic mathematician and statistician originally. And so started off actually working in aviation. So I did a placement when I was at university in aviation with the national air traffic services.

And I was like modeling capacities of runways at airports, you know, heat thrown Gatwick which I absolutely loved, but I, it only last a year because it was sort of like a, like a placement year before I went back to do my final year of my degree. But then when I qualified I actually started working with Virgin Atlantic as a marketing analyst.

But only did that for about a year cuz it, it wasn't so great. But then I spent three years conducting risk analysis for a failing new insurance company here in the UK. And I was kind of like modeling claims, frequencies and severities and stuff like that. So I guess that started sort of opening my mind to the world of risk mm-hmm

But when I was doing. Doing that particular job, I actually used to spend two hours a day on the NM [00:03:00] 25, which is the motorway, which sort of circles London. And all I had for the company was the radio. And one day there was an advert on the radio and it said, do you have an analytical mind? Are you logical thinking?

And I was like, oh, well, yes, I guess so. And, and do you know, and it was the, the advert was actually for the new independent police complaints commission. They were recruiting investigators. And I was just like, that sounds so cool. So I applied, but unfortunately, so did 13,000 other people because it was a national campaign.

And sadly, I only got through to the second round, but what, what it did do was it got me thinking about the other ways of using my analytical skills. So I, as I do, I started doing some research and discovered that in England and Wales, there was. So relatively new thing called the national intelligence model or the Nim and what it was, was a new model that all police forces in England and Wales were required to adopt.

What it did was that it put analysts at the very heart of decisions within the police force and within intelligence led [00:04:00] policing. So what I did was I started cold calling police forces. I was just sending them my CV and somehow or other. And I, I actually, honestly don't even know how, but my CV ended up on the desk of the HR team at the British transport police, which is the national police for the railways.

And they gave me a call. And so they, I invited me in for interview and there was I'm trying, who was there, there was the head of analysis from the, well, what was then the national criminal intelligence service. And then there was this guy with, I know he had something called fancy on his shoulder, but I had no idea about police rank or anything like that.

So I was completely oblivious as to, to who he was. And it turned out that he was the assistant chief Constable. Oh, wow. I was just talking to him like, you know, like I'm talking to you now. It was just, it was, so it was such a relaxed and just easygoing conversation. But anyway, we chatted for about an hour or so.

And the next day they called me up and they just said, look, you know, cards on the table. We need somebody to come in and set up the analysis function within the BTP. And we can't afford to pay you that much. Because they were quite a poor [00:05:00] force. They weren't home office funded. But they said, what we will do is that we will send you on every conceivable course that there is.

And I was like 26 years old at the time. And I just thought, why do you know, why the hell not? You know, I've got nothing to lose really. And I thought the training sounded really exciting. The role was just like the most incredible opportunity. So I accepted and I basically spent three years essentially getting

British transport police aligned with the national intelligence model ensuring that we had analysts across right.

You know, England and Wales and Scotland actually, cause it's a national force all with the right skills, the right training, the right tools. We set up processes for like what we call the tasking process, which is sort of critical within the national intelligence model to making sure that like decisions are being made at the right times with the right backup of, you know, the analysis, backing it up and just really like embedded analysts within all of those processes.

You know? So we had analysts in the major crime units and special branch and so on. And basically, so their analytical products were informing all our investigations and our, all of our deployments and everything else. So it was a super exciting few years if I've gotta be perfectly honest and it just came [00:06:00] about really purely by chance, just because I heard this thing on the radio that got me sort of, sort of thinking about it.

So yeah, that was kind of how I stumbled into law enforcement. Yeah.

Quite the journey. Simple thing. I'm pretty sure you're the first person that I've had

on the show that told me that they discovered it through a radio ad.

very, very,

very good. All right. So couple follow up questions did that. So you come from a background in mathematics,

And for my sense.

Yeah. And so, and then you get to eventually evaluate risk, you doing yes. Doing the, the risk assessment. So is that really heavy math that, that you you're dealing with and programs it was and whatnot? Yeah,

it, it

was. So particularly when I was at the insurance company, I was doing this quite what I thought at the time to be really quite sophisticated multivariate analysis.

So if you imagine, cuz at their insurance company, we did like car insurance and home insurance and you know how, when you apply for your insurance and [00:07:00] you kind of, it asks you a lot of questions about, you know, what type of car you drive the size of the engine, whether it's automatic manual and all of those questions.

So basically behind your answer to all of those questions, there's like a waiting. So depending on what your answer is, there'll be a factor, a waiting factor that says that we are either gonna charge you more or. Depending on the risk associated with that. And the risk is modeled based on the frequency of claims that are linked to that particular factor or the severity of claims.

And by severity, you mean like how expensive it is to, to fix. So, yeah, there was a lot of modeling that kind of went on behind the scenes it was exactly the same when I was at national air traffic services, because we used this sort of heuristic, runway modeling sort of system to basically look at the optimum mix of aircraft because obviously aircraft all got different sizes and different engines and different speeds and have different sort of, well, they call it wake vortex.

I'm getting a bit technical now, but it's like basically like the turbulence, that kind of results as a, you know, of an aircraft taking off. And if you've got a big aircraft with a lot of weight vortex, [00:08:00] you have to. Quite a long time before the next aircraft can take off. You know, you couldn't have a little one taking off afterwards, so, you know, there was, yeah, there was a quite sort of sophisticated analysis behind all of this, but we're talking 20 odd years ago and it's probably like a piece of cake now.

Cause you can probably do it with a bigger button. But at the time it was, you know, it was really quite sort of specialist and I was a bit of a mass geek, so I did quite enjoy it.

yeah.

Cause I, I do think that there's not enough metrics in law enforcement analysis, like key indicator.

It's funny.

You should say that. Cause when I joined British Facebook police, obviously I was straight up at the back of working for this insurance company and I tried to implement those similar kind of practices that I had. I was looking at detection

rates cuz one of the massive things for British transport places, we wanted to improve our detection rates.

So I started modeling our data to try and identify whether there are any kind of specific fact, other than the obvious, whether there are any specific factors that may contribute to us getting a detection you know, whether it was the speed of the response to [00:09:00] the incident or, you know, the type of questions that were asked and all that sort of thing.

And actually it did come out with some quite good results, but the problem was that actually it was just, it was too complex like an actual concept for anybody to kind of grasp. And I have to say actually my assistant chief council of crime got it. He was a super, super smart guy. He just, he's amazing, amazing man, a huge amount of respect for him.

And he got it and he understood it. But I think, unfortunately for the rest of the police force, it was just a little bit at that time it was just too much to handle. So it wasn't something that, that we were able to continue, unfortunately, but, but you know, you are you're right.

I think, you know, there's still so much opportunity for I. Sophisticated analysis and innovation within, within law enforcement.

Yeah. Cuz it seems to me that we are still have the same metrics that we did 20, 30 years ago. Mm. It seems like we're still counting crimes. We're still measuring calls for service by average response time.

And it's seems like it's just the same

thing and satisfaction [00:10:00] satisfaction with these. Yeah, no, I, I couldn't agree more. I could more,

no,

I mean in considering the technology and considering how many more people are doing the job and looking at this, it surprises me actually that there isn't more out there to, to say.

And I get your point about it's complicated and I, and that's certainly something that's, that's difficult cuz not only to use it, you have to truly understand it. Mm hundred. And that's the, probably the, the big hill to climb it still, to me surprises me that there's not more out there in terms of the, the math into law

enforcement analysis.

Sure. Well, there, there was something that I developed, I dunno, you know whether to sort of, to bring it up now, but in terms of sort of one of my, my badge stories where we developed the composite. As opposed to a natural just count and just sort of to give the, the background to that. So basically when I, I was head of intelligence analysis at transport for [00:11:00] London for eight years mm-hmm and was basically responsible for the analysis, which supported police units working on the entire transport system in London.

So extended to buses and trans and CADs as, as well as the, sort of the round network. And it was basically a partnership between the three police forces and transport for London. And we were in a rather rare , but lucky situation in that we were very data rich. And again, one of the benefits of the national intelligence model is it creates a foundation for information sharing.

So we had in reciprocal information, sharing agreements in place with all of our police partners. But the thing was, was that every data source that we had kind of told a different story due to the types of sources that they were and the way in which they were collected, they all, you know, had their individual strengths and weaknesses.

And sort of analyzing each source in isolation didn't really make much sense because the results could be misleading. So for example, we would have calls for service from the public, which

would

tell us one story. We would have recorded crimes, which would tell us different story. And [00:12:00] then we would have things like reports from bus drivers.

So they would see things and hear things and, and stuff that they would tell us about. So they were TFL, you know operators that were reporting things. And then we would have fines from our revenue protection, like our ticket inspectors. So they're all like, I mean, that's just a selection, but they're all very different sources.

And they all told us slightly different story about the different types of criminality and antisocial behavior. So basically the different types of risk that was affecting our transport system in London. So what I did was I set up a project to create a composite. Which would effectively fuse multiple data

sources to create a much more sophisticated and holistic picture of risk across a transport system in London.

Now in London, we have geographical borrows and these borrows are broken down into small awards. And what we did was we calculated the composite risk of crime and antisocial behavior affecting the transport system in London for every single ward. And there are over 600, I think of them. [00:13:00] So basically what we could do is we could create a, a ch pleth map, which gave a much richer picture of comparative risk of crime and antisocial behavior across London.

And for each ward, we were then able, because we had all the figures behind it, we were able to describe what was contributing to that particular risk score in that particular ward. But not only did we do this, but we broke it down by hour of the day. The type and the extent of risk changes throughout the day.

And, and what this did, was it really helped to inform like things like, just even like the default deployments of our officers. And basically we, we ended up calling it the data clock. We essentially, you know, gave them 24 risk maps, you know, one for each hour. And this was, and this is why I sort of would say that this is kind of my bad story, really, because it's probably one of the most impactful projects we did, you know, you, and I know that absolutely everyone loves a map and we gave them 24

Yeah.

But, but you and I also know that maps can often be misleading, but, you know, from a strategic perspective, because we have this kind of [00:14:00] composite approach to assessing risk actually really helped the police teams that we were working with to kind of open their eyes to, I guess, to the value of analysis.

And that's why it was like, it was so important to me cuz you know, my career has very much been about you know, Trying to sort of improve the the reputation, I suppose, of prime analysis and help other people to recognize the value. And this was one of those projects, which, which really did, cause I'd say it really did open everyone's eyes to the value that the analysis could, could

offer.

Yeah. Was there aspects to the, the risk modeling that surprised you?

I think,

I guess sort of the, the spread really in the variety, cause I think, you know, people in many. Specs certain things to be in certain places. And that wasn't necessarily the case. It was a long, it was, it was quite a while ago.

Now I'm struggling to remember a little bit mm-hmm , but I don't, I don't think there were many, I think, cause we were quite close to the data anyway, so we kind of understood things sort of independently, but I, I think just, just putting it together, the biggest surprises, I think the response to it. And I, I think that was probably the you know, the best, the best thing that [00:15:00] came out of it was just how well it was received.

And it became part of our day to day work was that we were providing these, these maps or these data clocks out to to our police teams. Yeah. But now I can't remember any specific.

Specific sort of no, and I,

I think that's usually one of the downsides that, that I experienced when I was doing something similar to this is you take your analysis to the street officer, the patrol officer, and they're gonna know.

Yeah. I know that I do that every day kind of thing. Yeah. And so they're, I'm not bringing anything new to the table for it then.

Oh, I see what you mean. So

surprises to them. Yes. Rather. Yeah. I, I, yes, no, I do think there were surprises in that sense. Sorry. I thought you meant from like, from the analyst perspective, but yeah, no, no, no, no.

I think for them totally to sort like understanding because. I think prior to that, they'd only seen things in isolation. So I think to kind of put everything together and to what it, what it did, was it essentially challenged a lot of their assumptions around where they should be and when [00:16:00] so yeah, no, from, from that point of view, it was definitely definitely affected, but it did sort of result in a shift, a lot of, a lot of the default deployments to make sure that people were always in sort of the right areas at the right times, you know, based on this composite view of data, rather than just looking at recorded crimes.

Cuz if you all you're doing is looking at recorded crimes or cause for service then yeah. You're not necessarily gonna be there to support the revenue protection officer when they're dealing with an abusive, you know, person who.

You know, refusing to pay for a ticket. , the other thing was we saw as a result of this was that we had a real shift from officers being deployed to like stops and stations to actually on the transport.

Because that was another, one of the things that we uncovered there was, there were things, you know, we actually needed to support teams on the transport, you know, on the buses and on the trains and on, on the underground, rather than just being stationed, actually at the physical stations and, and the transport hubs.

So that was a definite, sort of change that we saw. Yeah.

That is fascinating and how is that recorded? And, and what I mean by that is if it, it can be quite [00:17:00] difficult to narrow down the actual location of hundred percent of, of a crime that happens on. Public transportation.

Yeah, absolutely.

So it is interesting. You say this because this is one, actually a technique that we developed, which I ended up presenting at an I EA conference back in 2014. So we, we had that precise problem, you know, when you're dealing with transport related crime, yes. Things will happen at stations and on platforms and, and at bus bus stops and things like that.

However, there's an awful lot that happens on sort of on route. And so people don't necessarily. Where it happened. And so what we did was we developed essentially like a analysis, but for location rather than time. So we don't know where it happened rather than we don't know when it happened, which is sort of what you do with like a burglary.

It happened between, you know, eight and midnight or whatever. Yeah. So yeah, so basically what, what that involved was saying. Somebody was a victim of theft between Victoria underground station and [00:18:00] Kings cross station. Mm-hmm . Now I believe there are five stops or five segments if you like, of, of stops between those that, between the, that sort of start and end location.

You know, the person got on a Victoria had their, had their book purse with them, got off at Kings kids crossed and didn't, so it happens somewhere along those sort of along that line of. So we would break that line of route up into five different segments. And we would rather than just allocating a crime of one

count to the end location or the start location, we would spit it up into the five different segments.

So we'd say there was a, you know, not 0.2 on that segment, not 0.2 on that segment, not 0.2 at that. Now that's how we started off. And then we would break that sort of down sort of thematically across that line of route. So we would then add up all of those segments to see where the, sort of the biggest risk was now, as we got more sophisticated, we brought in things like, okay, the time taken to go from one station to next, because of those five segments, one might be really long.

One might be really short and, and certain. So we, we, we, [00:19:00] we sort of made it a little bit more sophisticated over time, but that was kind of how it started. And again, that made a real impact because we were then able to direct the transport teams to the lines of route that were considered to be higher risk, as opposed to the stations where we thought things.

Kind of happened at the end maybe, but we weren't quite sure. So, yeah. So that made a, made a big difference.

Yeah. And that was what you called hot hot routes, right? Yeah.

Well, hot roots as we .

Yeah, yeah.

That's that's right.

You got me there. Steve French, and I think corrected me as well when I had him on the show. So fantastic.

so, yes. Alright. Well good. Cause I,

I can see the impact . Because the report's taken, it's taken at the station, not one of the main stops probably. And then, yeah, the person's like, well, I got on here and then I realized it [00:20:00] was gone by the time, you know?

Yeah. I was going to get off and whether that's exactly two stops or, you know, seven stops that's, that's where you get the variety

AB. Absolutely. And there's no, there's no value in telling a police officer that they need to be an interchange. , you know what I mean? Like, you know, at the major transport hub, like that just, that's just not gonna help.

You know, they, they've gotta be deployed to, you know, where, where the highest risk you know, is considered to be. So, yeah. Yeah. So that's what we really did. We really had to adapt a lot of, sort of analytical techniques to sort of reflect the linear nature of the network that we were dealing with.

So it was it was, it was challenging, but exciting.

For the data clocks. How far back did you go? In terms of the effect,

do you remember? Yeah, so what we did was we used two years' worth of data and one of the factors that we built into it was change. So we would basically look at a year's worth of data in terms of assessing sort of the, the, the actual risk, the level of risk.

And then we would compare it with the previous year to see whether there'd been [00:21:00] an increase or, or a decrease. And so we, that was, again, one of the factors that we built into the to the composite index. So yeah, we were very lucky in the, sort of the data that we had available to us. We were in very sort of strong, fortunate position cuz we, we had all of our partner's data as well as our own.

So yeah, we were, we were very data rich. Yeah. Enough to be able to go that.

So was the calculation for the index. Pretty complicated.

Yeah. Oh my goodness. And we only had Excel, so it was just like, we had like the most crazy Excel spreadsheets going on. So it was quite a Mamba task to, to actually sort of calculate we did actually develop our own sort of bespoke analytical reporting and mapping tools.

So we integrated, well, we used Hyperion from like business intelligence point of view mm-hmm and we used map info actually, and we sort of integrated that with our own intelligence database. So within that we would sort of create all of our different layers and all of our sort of techniques.

And we would then sort of be able to map them you know, and things in map info all within the one system. So that was, that was super cool. But unfortunately for [00:22:00] the composite. It was considerably more sort of

complex. And, and so yeah, we had to we had to do that in, in ex in Excel. We could do the maps, obviously in map info, we could bring everything in, but the actual sort of calculations were run.

And was there any major changes over time once you implemented

it? You know, I dunno cause I left,

so I dunno, but but you know, we on sort of on the ground, there are always sort of those sort of success stories cuz we, we did a lot of cuz being this kind of partner. And it was one thing that, you know, actually as an agent, as an organization, transport for London, I'm very, very good at, and that's sort of bringing together, all of the right organizations.

So, and because we had this very local view of things, what we was able to do is when there was a particular problem, like a, a highlighted problem location, , we wouldn't just work as a, as a. You know, agency or police teams to kind of deal with it. We would bring in all the local businesses and the council and, and everything else as well.

And so we really, really adopted like a significant problem solving approach to all of these things. So, you know, when we would discover that, [00:23:00] like all of the nightclubs rolling out in a particular, you know, location at a particular time, and that would, then that was then flooding the transport system, like the buses to get hype, like the night buses to get home mm-hmm and that sort of thing, you know, we could just work with the nighttime establishments to, you know, separate their rollout times.

So they all closed at different times of, of the evening. And that then prevented that kind of overload to the transport system. So there was less violence and, you know, less of disorderly behavioral at the same time. So there was a real, you know, this kind of problem solving approach that was, was, was adopted you know, which did see really good results in that sense.

Yeah.

I always find those problem solving measures. Fascinating. Cuz it's interesting when, when you really can get changed through a very simple, simple task. Oh,

I

know, I know it, it really, the time and time again, you see the difference that these little things can make. You know, and even just sometimes just like just talking to like the ambulance drivers and like hearing what they're getting from the people that have been beaten up because you [00:24:00] know, they just rolled outta the club and you know, it, it's the insight that you can get from these things that you wouldn't ordinarily get by just looking at a crime report.

So it really does sort of demonstrate the value of, of doing this kind of partnership work and problem solving, you know, as a, as a collective.

Paige, how we doing I'm very well. Jason, how are you?

Very well, tell our audience a little bit about a C I

a.

Sure. Okay. So a C a is an association of crime and intelligence analysts and it's a community of members from the UK and Ireland, and we encourage all our members to challenge how and why things are done within the intelligence sector.

So

what is this a C I, a new horizons podcast gonna be about?

So it's gonna be topic

based. So we will be speaking with individuals with diverse backgrounds who all work within the intelligence field it's to provide a support network, to improve analyst developments and to create sort of a [00:25:00] critical mass to help implement change.

So you will be able to find the, a CIA new horizons podcast on our website that is [www dot LAA. P O D C a S S T s.com](http://www.LAA.PODCASTS.com) or wherever you get your podcast. And then page one last question. What are your words to the world?

Be open minded and allow me to network and promote

the profession.

Hi, this is Steve French, and I have a message about language.

Language is really important when you're doing your job. For instance, it isn't a zucchini. It's a cog yet. It isn't a lobby. It's a foyer. It isn't Z it's Z buses go roots, not routes, and it is never, ever made outta aluminum.

So I wanna

talk a little bit about the national intelligence model framework. Cause you said you got into that and that seems to me like that's something very different from what you were doing previously up to this point in your career. And [00:26:00] it's more it's, it's not just math that you're dealing with anymore.

Now this there's this whole framework, this whole model that you're

establishing. Absolutely. Absolutely. So yeah, it, it was, it was a complete sort of left right in the left turn of traffic lights from my perspective because essentially, I mean the national intelligence model, it's got this fancy name, but it's basically just a business model for decision making.

That's that's essentially all it is. It operates at. Three different levels. So there's sort of the local level, there's a regional level, or I say regional level, it's kind of different for, it was different for the British transport police, cuz we were a national force. But generally for a for one of the, the regional forces.

You would have sort of a local level, you would have a force wide level, and then you would have a cross border level, which would then take you into the jurisdiction of, of other of other sort of police agencies and obviously international as well. And what it does is it sets this framework for decision making.

So you have like a tasking process at both a tactical and both a and, and a strategic level. So the [00:27:00] tactical level would basically mean every one to two weeks. And it depends on the force. Every one to two weeks, there would be an assessment of all of the intelligence that's been received. And you would then basically present.

The so emerging findings from that from that intelligence assessment, and you would put it to a tasking meeting a tactical tasking meeting, and there would be key decision makers at that meeting that would basically go, okay. Right. Thanks for this. As a result of this, we're gonna do XYZ. We're gonna put a team out this location this time, we're gonna put a team out this location this time and, and so on.

And all those decisions will be made. Now, at that point, if there was any specialist resources that were required to tackle something, or if there was actually an emerging threat, which appeared to be wider than just a local problem, then that would get taken to the next level up. Sort of tasking meeting.

So what I described so far was like the local one, and then, but then there was a force wide one as well, and they would, they would then hold the keys if you like to unlocking more specialist resources and sort of force wide resources. So that [00:28:00] would be done at a sort of a tactical level. And so that would inform the next week or two weeks deployments.

And, but what also would happen is there may be the analyst would be commissioned to do. Extra pieces of work. So if there was an emerging crime series or you know, evidence of sort of repeat victimization or anything like that, then the whoever was sort of chairing the tasking meeting would basically say to Ms.

Right. Okay. I would like to commission you to conduct a problem profile, for example, or a subject profile. And these are key templates, which are defined within the national intelligence model. And they're really thorough in depth assessment of all of the intelligence surrounding either a problem or a person or a group of people.

And so the analysts would then go away and they would do their thing and they would bring it back to the next. Tasking meeting. And then off the back of that, there would be recommendations. And then the decision makers would be there to basically say, right. Okay. As a result of this, we're gonna do surveillance on this.

We're gonna do X, Y, Z. So it was really like this kind of whole process where the analysts feed decision making process [00:29:00] and that operated sort of on this tactical level now, obviously on a day to day basis, they were feeding into daily intelligence briefings and things like that. Because obviously there are some things that you can't leave for two weeks and things like this mm-hmm

Yeah, but it still kind of provided that. Sort of that framework for tactical decision making, but then at the strategic level, it was very much looking kind of like looking to the horizon, looking saying, okay, what are our biggest threats? What are the biggest sort of long term changes? And what things do we need to be mindful of?

That's changing, you know, is there kind of an emergence of, of hate crime or is there an emergency cyber crime and, and things like that. And if so, what parts of those are likely to affect our support and therefore, what resources are we gonna need? You know, what do we need to be equipped with in order to tackle this effectively going forward?

You know, do we need to like re-look at the way our resources are aligned, you know, at the moment we've got 20% of our resources here, we've got 30% of our resources here and we've got 50% of our resources here. Is that appropriate? Given the level of risk or should we actually move some of that 50% into where we've only got 20% because actually [00:30:00] they're seeing an increase in something else.

So it was kind of taking this whole kind of holistic view of. Are our resources balanced versus, you know, are we equipped to, to tackle the, the, sort of the challenges that are likely to happen in the future? Okay. Or that we're likely to have to deal with in the future. And again, so the analysts were really at the heart of all of this and we're really driving this, this kind of process.

And so, yeah, so that's kind of like effectively the national intelligence model. It's all about sort of having this tasking and decision making process at tactical and strategic levels at every, like at local, like regional and national and international levels. And it, just, to me, I mean, I'm, maybe it's because I'm a math geek, but dunno how many times I gotta say that in this podcast, but but I love like structure and frameworks and, , I'm a real kind of stickler for kind of working within those things.

I mean, I'm, I'm open to flexibility obviously as well, but but I love having that kind of process in place. And and for me, you know, the national intelligence model worked really well. You know there are lots of people who don't like it and find it too, kind of limiting and restrictive. But in my view then they, they just need to open their eyes in terms of [00:31:00] like, what else, you know, how they can adapt it to suit their purposes.

You know, the way that we've adapted some of the traditional crime analysis techniques to, you know, represent. The crimes that we were experiencing on the transport system, we can adapt the model to kind of fit our resourcing and, our sort of the teams that we've got available and, and everything else as well.

So yeah, I think it's for me it was, it was super, and it gave me an excellent sort framework to help sort of prepare British transport police to really make sure that they were fully intelligence led. Hmm. Yeah.

Cuz

Unlike the United States, there's one police department over there. So when you're talking about this model and you're talking about local regional, how often would it come from?

Top down that initiatives or directives. Or are these local, given the flexibility to, to work with more in a more customized way? So

I, I think it, to be honest, it worked kind of both ways because there was a really good sort of communication channel because the sort of the level one would work up to level two.

But so local would sort of work [00:32:00] its way up to the sort of the force wide, but then equally, if the force identified a priority at that level two, they would then sort of report that back down to level one and say like, this is what you wanna be doing. And, you know, and when we were sort of the recommendations of things that were coming out, they were always force or prevention, intelligence, and enforcement, and also reassurance.

We kind of added reassurance sort of so after a few years and that really sort of set. It's like the intelligence requirement for for the whole force. So we were basically, we would set out priorities for like, okay, when this happened, like this is a prior, so say I dunno, cycle crime is a theft for us.

It is, is a priority for a cycle. Theft is a priority for us. We would then say, okay, so these are priorities. When you are to a theft of bike, these are the questions that we want you to ask. This is the information that we want you to collect. And these are things you've gotta put into our intelligent system and evaluate because that's what we wanna be analyzing.

So, you know, so that would come down from, from the top, but usually things would only really come down from the top. When the level ones have basically gone, okay. We're experiencing this emerging issue. [00:33:00] so it was a real kind of like reciprocal thing. And I think what was also really, really powerful about the national intelligence model is that all UK, well, England and Wales police forces had adopted this.

And so what that meant was that we all kind of spoke this common language. We were all evaluating information in the same way. We were all talking about problem profiles, subject profiles, tasking processes, tactical and strategic level 1, 2, 3, we all had exactly the same language. So when there was a cross border

issue, which of course there is all the time because crime crosses jurisdictions and, you know, boundaries.

You know as, as naturally as it would do it meant that we could talk to other police forces and say, look, you know, have you got a problem profile on this person? , what intelligence have you got? Well, how have you evaluated it? Oh, you've evaluated it the same way as us.

Brilliant then. So we can use it in the same way as we would've anything that we kind of created ourselves. So it was really like powerful in, in that sense.

Yeah. And I'm just thinking about the data too. So the data was probably standardized as well and easily to be merged mm-hmm

yeah, absolutely.[00:34:00]

Hmm. Yeah. Cuz I was talking to you yesterday during the prep call and I said, well, that's, that's funny if you asked the police department here in the us, if you asked the detective unit for the same report and then maybe the patrol unit for the same data, you're gonna probably get two totally different looks appeal to the report.

and that's just one department and there's 17, 18,000 departments in the United States. So you're, you know, the data that you're talking about. Getting standardized is, would be very messy if we tried to gather all that for the

states.

yeah, I thought we're very lucky. I dunno what the current count is.

I think my 42 43 police forces in the UK. And so we're yeah, not obviously not that many, but still enough. You know, if you're talking a different and you needed two to cause a problem when you're talking different languages and getting different kind of analytical sort of products out of them. So yeah, we're very fortunate in that sense.

Yeah. You mentioned it what was the criticisms of the model?

Oh, I think it was, it's sort of this. [00:35:00] Police officers that have always gone on there, sort of I've been, I've been doing this job for 30 years. I know what problems are. Mm-hmm you know, I know my, I know my offenders.

I know what to look for. I go with my guts, you know, so, and, and, you know, and I don't dis that because I think there is, there is a huge amount to learn from that sort of his historic kind of knowledge and understanding and, and experience. I, I don't guess that at all. But I think what it meant was there's sort of been a real challenge culturally in embedding a process, which, and you've gotta remember the analyst civilian here.

Sure. And, and, and a lot of. Particularly back in sort of the early sort of two thousands were fresh out of university, you know? So when you've got somebody that's 30 years in the job, you know, and you've got a 22 year old analyst, who's been doing this for six months saying, right. I know you've been going here like every Friday night for the last, however long, but actually we kind of like you to kind of go around the corner or perhaps like a different stop or station or whatever [00:36:00] then.

So you know, it, it was a. Like, hang on a minute. Who are you to tell us, you know what this is? And and I think, yeah, just the process of having regular meetings and stuff was like, ah, we've never had to do this before. So it was just, it was a change in behavior that's, you know, really over the last of 20 years has really sort of taken time to kind progress, I suppose.

So I think that was a lot of, it was a lot of this kind of resistance of initially. Like, you know, we've not had analysts before we've not needed them. We've done our job perfectly well. So why should we need them now? Okay. But you know, we're in a, we are in a better place now. I wouldn't say it's perfect.

But we are in a better place now. And I think that because what's happening now with police training, you know, so that when they come out sort of fresh from their police training is that they're, they're taught about the national intelligence model and the benefits and how to work with analysts and everything else.

So, you know, you've gotta remember that 20 years ago that never happened. And so mm-hmm, , you know, it was, it was a very different kind of, sort of situation that they were were working within. So yeah. Yeah. It's, it's better now. Certainly

well, you know, and, and talking about. [00:37:00] You turn into an instructor.

And I know one of the things you focus on is the capabilities of the analyst, the professionalization of the analyst and the idea of the analyst being a

salesperson, right? Yes. And so. It's interesting to me because you could have a very good idea. You could have a very good product, but

if it's pitched the wrong way, it's never hundred it's, it's gonna be difficult to go anywhere. And it almost, it reminds me a little bit of what you were talking about in the beginning where you had this, this model that was really complicated that would've worked, but it was so hard to pitch that you couldn't get it, get it to go, go anywhere.

And so I think the same thing with analysts is, yeah, you are gonna be put in a situation where you're talking to someone that has a lot more experience than you, a hundred percent and you are going to have to pitch to them. Why they should do what you're [00:38:00] asking them to do. Yes,

absolutely. And this is why, so I as you mentioned earlier, I sort of conduct analysis training, and I don't run an analysis course without running a, a, a lesson on communicating with impact and you know, because I've met so many phenomenal.

Who just simply can't get across their message and, and it's such a waste. It is such a waste because I just think if only you could get your voice heard mm-hmm and, and understood, and really, you know, back up your your findings and, you know, justify why you are making these recommendations, then you could, you know, make such a difference.

And so, you know, I, I really sort of talk about sort of speaking from the heart, being knowledgeable grounding yourself, and just sort of having that as as much kind of impact as you can, when you talk to get your message across and to keep at it, you know, not to give up because you're gonna hit resistance, you know, there's, there's, there is no analyst this on this world who who's ever, you know, [00:39:00] not hit some kind of resistance.

But if you you've got that sort of genuine belief and passion, and you can back everything up and prepare yourself for what challenges and questions they're gonna give you, because. You know, if, if you can come back with really solid, strong answers then you know, they're far more likely, eventually to sit back and go to know what actually you've got a point and maybe we should listen to you and, and, and nothing happens overnight, but you've gotta keep chipping away at it.

And like you say, just get your message across so that you can actually, you know, make that, make that difference as corn as it sounds.

Yeah. No, and it's, that's where it's can be a little bit easier if you are working as part of an analytical unit. Yeah. And you have a team there where you could bounce ideas off of and, and practice and get different perspectives on questions.

You may get. That you don't anticipate. And that's when it can be helpful instead of being an analyst, all just one analyst at a department, and you're [00:40:00] trying to implement something

like this.

I, I think teamwork in the analytical field is one of the most important things I have to say. And I feel sorry for those who are just like, yeah, we don't have it here in the UK because we've got, obviously got like larger agencies, you know, what have you.

But you know, in the us where I hear of just like one analyst per department, I just, my heart kind of goes out to them because like, I benefit so much from bouncing things off other people, you know, mm-hmm and like every team that you work with that you have like a different makeup, a different backgrounds.

So, you know, everybody automatically has got these sort of different sort of neurological reflexes. That basically when you say something, it triggers a different idea. Yeah. And there is so much value in. I would hate to work in isolation. I really would.

I really

would. There are a lot of situations where you'll see an analyst, it's a sole analyst at a department, but he or she will do a really good job of reaching out at networking with neighboring agencies.

Yeah. And to not be totally alone. Yeah. But there are still a lot of [00:41:00] analysts out there that I feel aren't doing enough networking for whatever reason. And I think they are definitely missing out on to potential of networking and what the, the value of networking can bring them. They just

need to join the, IACA

that's what

it's.

Yeah. yeah. That's. That's true and you're right. Yeah. And we'll get to that here in a second. So I mentioned in your intro, you do a lot of training on i2 analyst notebook. I do. And, for a short period of time in my career, the analogy could be I too was to an intelligence analyst, as GIS was to the crime analyst. Right. Okay. And, and there was certainly there was times when I was an Intel analyst that I would spend every day in night. Working mm-hmm , from your perspective then what do you see is the, the big value for analyst notebook for maybe [00:42:00] somebody that's not familiar with it.

Okay. Yeah, no, absolutely. For, for me there's well, there's, there's a few things, I suppose, really one is the being able to identify patterns and really break down particularly bulk data mm-hmm because I think, you know, increasingly we are, as analysts are dealing with bulk data sets and, you know, to find that needle in the haystacks, you know, to identify the anomaly, the pattern, the, you know, you know, the thing that the, the key finding that really stands out is really hard when you're just dealing with, you know, more traditional tools, you know, whether it's Excel or, or, or something else.

So I think, you know, the thing with it, two is it provides you that capability to break the data down and identify those patterns and look for the flows and the connections and the relationships and things like that, which may not necessarily be easy to understand from a spread. But I think the also the also power obviously comes in the visualization aspect as well.

And I think in fact, what I see most is I two being used for visualization, as opposed to analysis. Now it's capable of doing both. If [00:43:00] you've got the right skills and the right trade craft to use I two effectively, because there's a lot of analytical features within the tool. But unfortunately, a lot of people don't necessarily use them or are scared to use them, or don't quite know what questions to ask of the data.

So therefore don't quite know which of the analytical features to use. So I think a lot of people just focus on the visualization side of it two, and it is incredibly powerful as a visualization tool. And I know it's used in a lot of intelligence briefings you know, very, very powerfully cuz it, it helps with that sort of communication, getting the message across of like what the intelligence is telling us and therefore what we should do now.

But say the analysis side is an area where, and it's something that I build into sort of the training that I do in the sense of like, we really want you to understand sort of the analytical track within a particular use case. So, you know, whether it's financial crime or whether it's people looking at, you know,

telephone you know, analysis in a cool data records and things like that, it's like what is a tradeoff to find out the answers to your key questions?

You know, if you've got tracking data, you [00:44:00] wanna know. Where there's been a, an unusual stop that you wouldn't perhaps expect, or, you know, if there's, if it's call data, you know, where's that UN unexpected call or where the patterning calls, you know, and, and I too can, can help you answer all those kinds of questions if you've got sort of, if, if you've got the right skills and trade craft to understand which of the analytical features use within, within it tool.

So, yeah, so there's kind of those, the visualization side, but there's also the analysis. And I will say the I two analyst notebook premium as well. They're also bringing in a lot of additional data sets now. So they're providing. Sort of the gateway, if you like, as a connector to other external data sets.

So, you know, whereas I say people patch is done and Brad street data, or Moody's data or shadow dragon, for example you can actually now connect to those data sets through I two. So rather than running something separately in one in one system and then importing it into I two, you can actually access it automatically and you can run that [00:45:00] search through the I two analyst notebook premium.

So, you know, for me, That's incredibly powerful because you, you get instant access to that data and then I guess it increases or accelerates. I just say that the time with which analysts can reach their findings and, and everything else, because they're not having to sort of do that additional step in the analysis process.

Yeah.

Cause I had gentleman, Kyle McFatrige on the show been a couple weeks now and he was talking about social network analysis and, and, and I feel that just to what you mentioned about the visualization, I feel that analysts are it too to do timelines and link charts and right. And that's, there's not really a lot of science behind that.

And I think that's unfortunate. That's really what they're using it for. And that comes back to my first issue that I told you about it, but there's not enough key indicators in their profession. Well, I think there's, [00:46:00] there's not a lot of science. I think going into a lot of these tools that analysts have access to, I think the, the social network analysis is a prime example of that.

It is, and I mean, it too has the social network analysis capability and the science is all embedded within it, you know, and the, the calculations are not straightforward. Mm-hmm in fact, I've presented how it works previous IACA you know, in terms of all of the different sort of centrality measures and how they calculated and, and, and why they all have sort of the different sort of means whether it's centrality or, you know all the others as well.

So it there, the, the science is kind of there. But I think the problem is, is it, it is so complicated. And I know I, I had a mathematical background, but actually the, the traditional crime analyst doesn't have that scientific kind of mathematical background. I know there are obviously those that have, but a lot of people don't come, you know, direct from a mathematical background.

So it is quite complicated to understand, you know, like [00:47:00] what is degree centrality? What is the, you know, all of that sort of thing. So I, I think, you know, there's, there's a way that we need to go from a, from a training and education point of view for crime analyst in terms of helping them to understand this, because there's huge value in social network and analysis.

You wanna know who, you know, the leader is who the gatekeeper is, you know, mm-hmm, it's got most access to information. And it's because they are critical, you know, things that you need to understand, if you wanna dismantle a network, you know, if we want to, you know, or, you know I can't think of the word at the moment.

I completely. Lost my train of thought but you know, if you wanna sort of to like intervene at some point, you, you need to understand who all of these particular key players are and what the relationships are within the network. And, and that does exist within it too. But I think just there's this lack of understanding and, and, and I think I2 away have been sort of has, has caused this because actually it's really easy to run a social network analysis in it.

You have a chart and you hit the, the go button pretty much and you get these numbers out and you go, well, this is the degree measure, and this [00:48:00] is the other one. And, and, but nobody then really knows what that means. Yeah. And, and then if a police officer will challenge analysts and go, so what does that number actually mean?

It's really hard for them to explain that. Yeah. And so, you know, I think there's, there's a lot of work that needs to be done within the crime analysis community in terms of helping them to understand what all of those. Sort of so centrality measures actually mean, and how to articulate them in an understandable way.

You know, so that, you know, the teams that we're working with can actually act upon it with confidence, cuz that's ultimately, what's all about,

this is Steve and I have a little

phrase for you to remember afraid. I stuck with me throughout my time. As an analyst is a quote from Charlotte Holmes when you've eliminated the impossible, whatever remains, however, IM. Must be the truth.

Hey, this is Don Rey. I'm here with adjacent elder on analyst talk.

And I wanna share with you that there is a new book coming up for [00:49:00] supervisors called building a crime analysis legacy. This law enforcement supervisors, roadmap to building long lasting high quality analytical capacity. August 10th is the day that it comes out. Don't miss out tools, strategies,

everything you need to build.

Quality analytics is in this

book. So be sure to get your copy on August 10th.

Before we

get to the IACA I do wanna talk about open source community. Cause I know that's a, I know that's a passion of yours, so I don't really have a question for you. , I just wanted to give you an opportunity to talk about open source and just let you go. OK.

Thank you. So I stumbled into open source when I was working at transport London, because one of the things that we kind of heard about, but didn't really have much data to support, was that a lot of people, women in particular, but not [00:50:00] exclusively were becoming victims of sexual offenses whilst traveling on the transport system.

So it was the underground or the buses. And you know, there could be different levels of, of sort of different types of, of sexual offense. But the problem was is that our crime data just did not support any of that. You know, and this comes back to the fact that, you know, we got all these different data sources or telling us different things, but we, we didn't have much that told us that this was actually a big issue.

So what we decided to do was take to social media, Because while somebody doesn't necessarily report something to the police, they might tweet about it, or they might, you know, put something on their social media. And lo and behold, we started to uncover all sorts of incidents where, you know, people were being touched, they were being filmed, they were being groped, you know, all sorts of things that were happening.

And so, you know, we were starting to build up a, a better picture of the, sort of the risk of sexual offense on transport network, just through social media, which was just, I mean, this is crazy. This must have been sort of 2012, I'm thinking, so it must [00:51:00] have been a good sort of 10 years ago now. Yeah. And back then, this was really the, sort of the first time we'd really used social media for this kind of purpose. And it was, you know, obviously use it for sort of investigations and stuff, but for actually identifying where there were emerging problems, this, this was a really sort of new thing. And so that got sort of that sort, I guess, sparked my interest if you like, in social media and, and open source intelligence.

And from there on, in, I've pretty much just been self taught because I loved it. I absolutely loved sort of what you could do with, with open sources. And I follow literally, and my Twitter is just, I literally follow the entire OIN community. And you know, and so I've yeah, I, I describe myself now as a complete OS ocean geek.

It's like my, my first protocol for everything to do. You can, and I think what's so incredible about OIN as well, is that it's gone from being this source, which everybody considered to be massively unreliable. And, you know, it's just too vast. You can't. You can't get any value from it. And anyway, it's all fake, but it actually it's [00:52:00] really transitioned and particularly over the last few years and I think, you know, where we've seen things like, you know, the Trump campaign, the capital riots, and actually sort of the recent invasion of Ukraine actually, ENT is now being used as a, as a fantastic and a critical tool for, you know, picking out the misinformation and disinformation is actually being used to, you know, to validate things rather than being assumed that it's, that it's UN unreliable.

So, you know, I'm delighted. Cause you know, I think there's been this real sort of sea change and I think oon as a, is a discipline really now stands up against all of the other, you know, intelligence gathering disciplines. Yeah. Cause I think before it was always that kind of poor relation, wasn't it.

Whereas now it's up there with human and, and, and SIG and everything else. So yeah, it's been on a big journey and I, I use it for a lot of different. Purpose is obviously for sort of criminal investigations, but I've used it for conducting due diligence I've used on sort of people for vetting purposes or I've used it to help companies with their investment [00:53:00] choices.

You know, there's, there's been a whole like host of, of reasons that I've, that I've utilized it. And, and I think what I love, well, there's two things I love about probably more than that, but two particular things I love about the oy community and it's one that it's always changing. It's always evolving.

And so there are always new tools and techniques to learn. And I like things on Twitter practically every day that I just think, gosh, that's an exciting new tool we could use. You know, I can use that for this, that now. So that's really cool, but also I love the way that the OOC community share.

You know, there is so much freely available, you know, people dedicate their lives, you know, to developing these tools and managing these tools and maintaining them for the benefit of other people. You know, and the OIC community does so much for good, you know, in terms of, you know, helping to identify and find, locate missing persons and, and everything else.

And I just, you know, I, I just, I love being a part of that. It's just it's yeah, it's just a wonderful community.

So do you have maybe favorites OS. Tools that you recommend oh gosh.

So I, yes and no. So I, [00:54:00] I love the tools because they make everything a lot sort of quicker and easier in many ways, but I'm also quite a traditionalist in sense.

I like to do things myself. So very often, oh my Google docs, I am just addicted to Google docs. I, I use it for everything. Literally, you know, if I'm looking for something in a website, I'll go straight to like the site to doc and, and just look, I won't bother going straight to the website. I just go site code and then domain and then whatever word I'm looking for.

You know, so I use those kind of things sort of all the time. I will use Intel techniques is just recently back up. Oh my goodness. That's just life changing. Mm-hmm so Michael Bale's Intel T. I used to use it all the time. And then he sort of went sort of subscription only for a period of time, but has just in the

last, literally the last couple of weeks made it available again to everyone and obviously, you know, social media and things like that have changed.

So in that period of time, terms and conditions have changed in terms of like what, what you can access. So some of the tools are a little bit different, but oh gosh, it's just like, it's brilliant to have that, that back again. I think the other thing that I've got so much value from just recently [00:55:00] is breach data.

So either DHA or snuff space, I can't remember. I don't dunno if that's not how you pronounce it. But I use. And so what I will do there is if I'm looking at a person of interest, I will search for example, their name initially and see what it gives me. And obviously if it's a common name, that's a nightmare, but if it's a more unique name, then it gives me some, like some really good starting points and it might give me some email addresses or dates of birth or IPS or, or other, you know personal identifies or password.

But then if I've got a, an email. I will pivot on that. So I'll then search for the email address and see what that gives me. And let's just say, it gives me a hash password I'll then search on the hash password because people use the same password, like so many accounts . So if somebody's used that password for one thing, they're likely to be likely to find them for another.

So I will then like iterate again and search for that hash hash password. And I just keep going until I run out of options and it's like this massive sort of iterative process and the amount I can uncover just through breach data. So this is basically like, [00:56:00] imagine, like you have got an account with Amazon, for example, and Amazon experience a data breach and that data then appears on the dark web, then that will, it is basically, it's not for sale, then that will be available through tools like the hashed.

And so, and it's for a. Sort of I think reasonable subscription. I can't remember the latest I dunno, it's like \$15 a month or something. You can basically access all of this and it's, it's just phenomenal. I mean, it's brilliant just from a personal level because you, you can run through your own identifiers, you know, you're sticking your phone number, your email, address, your address, your name, you know, put and even putting your passwords and you can then see if any of your data is, is visible.

And if it is you, then, you know, you've gotta change all of that stuff. . Yeah. But from an invest point of view, I've, I've uncovered so much that I would never have found literally never have found if it wasn't for for those tools. So yeah. They're, they're absolutely phenomenal.

Yeah. I, I just, it boggles my mind how much access to data we have.

[00:57:00] I know

I know. All right. You talked about open source intelligence. I was talking with David Cariens. Former CIA officer and he started in the, in, you know, 50 years ago. Right. And he's dealing with newspaper articles. that's, that was his open source. Oh my goodness. Intelligence. Then it got to TV programs maybe that you had access to and then video cameras came available.

And so maybe you got access to, to that that media, but now social media is just a, is a whole branch to itself. It is. And it, it really is. It's, it's amazing to me how much data we have access to. And cuz you could spend, every analyst could spend their entire. Probably on Twitter and Facebook, if they wanted to yeah.

Easily. And it would be legitimate

work. Yeah. Oh, AB absolutely. But this is where tools like you know, [00:58:00] Ossi combined and scope now and things like that. That's where those kind of tools really, really come into to their own because they really help analysts to find and filter and collect the relevant information.

So you know, rather than just going in raw with, you know, your Facebook through Twitter and, and your Google and, and everything. You know, it, it really, they really do help these kind of tools really, really significantly help you to sort of filter out the noise and just focus on exactly. What's, what's relevant to what you're looking at and, and you can also set up your kind of you're monitoring and, you know, things like that, so that, you know, if you wanna be alerted to, anytime somebody says this particular phrase, then, you know, you can get that kind of those kind of reports on a, on an hourly daily basis or whatever it's required.

So, you know, that's where those kind of tools really come into their own, you know, they're sort of like just, they're like gold for, you know, for the intelligence size. In that sense, Yeah.

So we will put the links in the show notes for these open source sources that [00:59:00] Rachel just discussed. If for, for those that are interested in learning more about what absolutely you just described.

All right. So let's move on to the, IACA now. Yeah. And as, as I mentioned in your intro, you're currently VP of membership. And so, but I guess let's just maybe talk first of, how you started with the ICA.

Okay. Thank you. Yes. So it was actually through Christopher Bruce, who was former president and, and vice president of the association.

I think he's been vice president of administration and vice president of the,

I think, I think he's been all but treasurer, I think.

Yeah, he

has here. He has. So basically this was back in, I wanna say 20 13, 20 14, probably. So I was working at transport for London and my director at the time. He. Met Christopher on a trip to the United States.

And he, at the time he learned about the DACs program, which is data driven approaches to crime and traffic safety. Now, at this same time, [01:00:00] it was just like pure coincidence that the met police, their transport unit and their traffic units were both merging. And what that meant from our point of view was that our remit was extending to road collisions.

So, whereas previously we'd just sort of focused on you know, the, the safety on the transport network. We were extending to road collisions. And so basically what happened was my director invited Christopher over to London to. Have a look at our processes, review everything that we were doing just to help us embed traffic safety into everything that we were doing.

Now, we were also looking at congestion because that was another remit of ours because we wanted to keep London moving. That was sort of our motto at the time. But then it was keeping London moving safely. So it kind of all, all kind of evolved a little bit. But anyway, so Christopher came over to London and he spent, I think it was a week or so with us just to reviewing everything, we, you know, he came to our CompStat, he came to our tasking meetings and, and everything else.

Now he was vice president of membership at the time of the [01:01:00] IACA. And so of course doing his bits to help grow the international membership of the association. He invited myself and my team to join the I C a which of course we, Julie did. As I mentioned earlier this hot roots technique that we developed you know, whilst Christopher was in London, we showed him this technique.

And he essentially invited me to the conference in Bellevue, Washington, this, and it was, it was 2014 to essentially present the, the technique in the traffic track, which I think was the first time that the ISEA and the conference had had run this kind of track. And so it pretty much went from there.

So obviously being from the UK I initially joined the international outreach committee and then later took. On the role of the chair of that committee. And then, yeah, back in 2019 was lucky enough to be elected as vice president of membership taking over from Christopher actually, because that was then the end of his of his period as, as vice president.

So that was, yeah, that was in, in 2019. And I now feel incredibly privileged to be working alongside you know, the board. They're all [01:02:00] fantastic. You know, I consider them all my family, even though I've not seen them since I became,

yeah. Well, I I was gonna mention that we got the conference coming up and I know, unfortunately, due to COVID you have not been able to attend the conference.

So this is the year that you all get to get pay together.

Absolutely. Absolutely. I, I just, eh, I just wanna do the whole kind of group hug thing because we've literally, they've all got together. Like, you know, the other four of the board, you know, quite regularly mm-hmm and we, we have obviously these very frequent meetings and they all get together and then I'm always on like, I'm on zoom or on going, hi.

You know, we, we've got countless kind of selfies of, of the group where I'm on a, always like this sort of screen. Yeah.

You're you're,

you're on you're the you're like they're holding up an iPad in front of, you know,

oh no, it's such a shame. It was just really bad timing cuz obviously 2020 was 2020.

Yeah. And then 2021, you know the conference in Vegas. Their restrictions to the, [01:03:00] from the UK to us were still in place. Sure. So they didn't lift until the following October. So I, I just couldn't get there in August. Yeah. So

yeah, it was a real, real shame. So I am, I I've got like two conferences to make up for, so

It's gonna be

the year

yeah, I bet.

But I was excited. To see an international member on the board. Cause I think it's important. I I've even told Mary that. I think that the IOC chair should be a board position and to that's interesting. And make sure that you always have international representation on the board.

Yeah.

It's interesting you say that because that's one of the things that came out of the strategic meeting that Mary so ran last, just signed a little bit early this, this time, last year. And a lot of the feedback was that, you know, we really knew to integrate the international aspect to everything that we do.

Mm-hmm, , you know, it shouldn't necessarily be something that we do in isolation. You know, it's something that we need to embed in, in our, our, [01:04:00] in all of our committees. And that's what we it's over the last couple of months sort of really, really tried to do. And, you know, I've just. I'm so overwhelmingly proud of, of what we've achieved.

You know if I think that, you know, the work that Yarisha Walsh and Kyle Stoker and Kim Barnes have done from a, partnerships and training and certification perspective, like where we are now. So we've got certification both clear and leaf in Spanish. , we've, we've had training webinars in Spanish.

We've had you know actual training classes being delivered in Spanish now as well. And you know, and it's just. I, I know it's only Spanish and you know, we've got other languages, but to achieve that, I just think it's huge, you know, because we do have a lot of Spanish speaking members and, you know, to be able to reach those and to enable them to sort of get the value from, from their membership and really then enable them to grow within the crime analysis discipline, and then spread that word in, in their regions and, and like, and then across their agencies, I just think it's such.

You know, an, an amazing thing to have, have [01:05:00] achieved. And we can only do that as say, by embedding these things in everything that we do. So, you know, we've got a phenomenal translation committee, you know, and Anne-Laure Del Cerro got just like this wonderful team beneath her are so responsive and so receptive to all about.

So translation demands and everything else, cuz we all recognize that Google translators still got a bit of a way to go. So yeah, she's, she's just, she, doesn't an amazing job sort of coordinating you know, all, all of their work and you know, we are now translating the publications newsletter and, and everything else and it's and our emails that, well, when the, when the forum works, the emails that go out.

So, you know, we've, we've come a huge way in, in the last years. And I just see it's it's only gonna grow from here, you know, we're not gonna go backwards. Are we so yeah. Yeah. It's hugely exciting.

Yeah. Well someday. The website issues will be in the rear view mirror. They will

and sooner rather than later.

So

, but you going into the conference, you have a, a goal in mind that you wanna try to

achieve. Oh, I just wanna enjoy it and I wanna see [01:06:00] everyone . Yeah, but there are some really really good speakers actually. I was looking through the, the, the, I know it's sort of subject to change, but I was looking through the you know, the, the proposed schedule the other day.

And, you know, we've got some really great speakers, both keynote and, you know, through, through the rest of the, the conference, I'm always so impressed with the diversity of speakers and a variety of topics that are selected. You know, we've from a keynote point of view, we've got, I think it's Roseanne Miranda.

She's founding executive director of the university of Chicago crime lab. And she's done a load of work around improving the public sector's approach to public safety and education. I think that's gonna be really interesting. And I

think it's the same with, with chief Williams, Scott who's. From San Francisco police department.

So he was previously at LAPD and he led them through a transformational progress. So I I'm really looking forward to hearing hopefully how, you know, crime analysis featured within that and hopefully sort of developed within this transformation. But I think the other thing that's. Really, you know, fantastic for us.

And it's [01:07:00] the first time we've done this is on the Wednesday of the conference. We have a special guest Sergeant Devlin from Scottsdale PD, and he's gonna be talking about self-improvement by overcoming challenges. And this is the first time that we've really addressed. Wellbeing at the conference.

And I think this is a, it's a huge step for us. I think it's really, really positive. So yeah. I'm exciting to hear that. And I'm looking forward to hearing Mindy. She's talking about a couple things I know she's talking about the analyst role in combating extremism and Glen's got a couple of good ones as well.

Cuz he's talking about school safety, which is obviously phenomenally topical and, and important and tackling misinformation, which I'm hoping is gonna be all about usin. So, and we've got, we've got Spanish speakers as well. We've got members from Mexico and Ecuador speaking. So there's so much to look forward to.

And I just hope I get to go to some of the sessions. I think being on the board is so, so busy that very often we don't get to attend some of. In fact, I think the last one I did go to which was in Washington, I don't think I attended anything I wasn't even on the ball. Yeah. I was chair of the international outreach and I [01:08:00] just had so much going on.

I didn't actually attend anything. So I'm kind of hoping that I do get the opportunity cuz there's, there's so many good speakers that I really would like to, to hear.

Yeah. So I definitely hope you get out and about a little bit, so thanks, Julie. All right. So, since you're VP of membership, how many members currently with the

ICA?

Oh, we've I, I know this cuz I run it morning. We have 4,833. So, so it's phenomenal. So I'm super excited because. We actually lost quite a lot of members at the start of COVID. So we dropped down. We before COVID we were sort of hovering around the four and a half thousand and actually that at the time that was the highest we, we sort of, we we'd, we highest number of members we'd had.

But we lost a lot, you know, agencies didn't renew during COVID and that kind of broke my heart a little bit. And we kind of went, we sort of, we went down below 4,200 and I think we got quite near 4,000 at one point as well. But I am so happy to say, and it's a lot of it is thanks to the wonderful Christopher Bruce because we've now he's our sort [01:09:00] of recruitment and retention sort of subcommittee.

And he's done a huge amount of work, sort of targeting people who are due to renew, targeting people who have lapsed targeting those who part of regional associations, like jewel members, but still haven't actually registered with us. And you know, and those who, who have applied, but haven't sort paid for their membership and that sort of thing.

So we are now we've, we're actually, yeah, we're actually 4,833, which is the largest membership we've we've had. But we've challenged ourselves to reach 5,000 by the conference. so if anyone's listening to this, if you're not already a member, you'd make us super, super, super, super happy. If you joined, or if you're last member, please renew and contact VP membership is CT net in the next week, cuz we've not got long until conference

Yes. Well, very good help. Help the association help Rachel out, achieve her, her goal, please. All. So, well, let's finish up with words to the world. This is where I give the guests the last. [01:10:00] Rachel, you can promote any idea that you wish, what are your words to the world? Okay.

So what I would say is to take every opportunity you can to learn and develop, take responsibility for your career development, and basically see every part of your career as a learning experience, you know, both the good and the bad, you know, sometimes absolutely we'll have to do things we don't like we'll have to work with people that we don't like.

And sometimes we'll encounter challenges in diversity. But we're in a fortunate position in that we have choices in how we respond to these types of adversity. We could let the bad or difficult times define us, or, you know, we could allow.

Ourselves to see the positive and see the way in which we can learn from these experiences and grow in ourselves.

You know, people will often ask me about what career choices they should make. And my answer will inevitably be that there's, there's not often a wrong choice because whichever decision they make, they will learn something. If they go in it with the right mindset and the right approach. So, it's always about perspective.

Looking for the positive and [01:11:00] being open to learning and growing and taking risk

before that. Very good. Well, I leave every guest with you've given me just enough to talk bad about you later. but I do appreciate you being on the show. Rachel. Good luck. Getting to the conference. Hopefully it goes smooth, safe travels.

Thank you so much for being here and you be safe. You're very welcome.

Thank you very much, Jason, take care. You too. Bye-bye now.

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