

#03 (JAKOB LINDERGAARD-BENTZEN)

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Jerry Ratcliffe:

I'm Jerry Ratcliffe with reducingcrime.com, a podcast featuring interviews with influential thinkers in the police service, and leading crime and policing researchers working to advance public safety.

Jerry Ratcliffe:

The Danish National Police have been transitioning to a more intelligence-led approach to policing. In this episode, I get an update from Program Manager Jakob Lindergaard-Bentzen on their successes and challenges to date. Find out more at reducingcrime.com and on Twitter @[_reducingcrime](https://twitter.com/_reducingcrime).

Jerry Ratcliffe:

Jakob Lindergaard-Bentzen started his policing career 15 years ago as a patrol officer on the streets of Copenhagen. After serving as an investigator, prevention officer, and in the tactical unit, he joined the Danish National Police as an operational analyst and as an instructor in operational intelligence analysis training in Europol and CEPOL. Later, Jakob became the Program Manager and Senior Advisor for the Danish intelligence-led policing project. In this role, he supports, coordinates and arranges analysis training activities across Denmark, and he hosts several large analysis seminars each year.

Jerry Ratcliffe:

I chatted to Jakob after a day-long analysts' conference he hosted in Copenhagen in March, 2018. We discussed the challenges of promoting and supporting intelligence-led policing, the complexity of the modern detective role, and how to staff and sustain an analysis unit. We even used the one word that you weren't allowed to use in the Danish Police until a couple of years ago.

Jakob Lindergaard-Bentzen:

It's all good. I'll probably make a lot of language mistakes and stuff like that, but is that all right?

Jerry Ratcliffe:

That's absolute-

Jakob Lindergaard-Bentzen:

Can you cut it and all that? Is it a one take?

Jerry Ratcliffe:

Yeah, your English is terrible.

Jakob Lindergaard-Bentzen:

Yeah, I know.

Jerry Ratcliffe:

Yeah.

Jakob Lindergaard-Bentzen:

There are some technical terms sometimes. You know how it is.

Jerry Ratcliffe:

Oh, you know what you're talking about. Good God, your English is better than... I was about to say some of my undergraduate students, but then some of them might tune into this and listen to that. Oh, hey, none of them are going to listen to this. You were an operational police officer and now you find yourself managing this national project to bring intelligence-led policing into Denmark.

Jakob Lindergaard-Bentzen:

Right.

Jerry Ratcliffe:

How does that feel?

Jakob Lindergaard-Bentzen:

It feels good. I'm humble about the work that I'm doing here, the people that I'm working with. It's a lot of work. It's a journey for Danish police. We started this back in 2012 by introducing this new intelligence-led way of doing policing, but then suddenly something happened in '14 and everybody forgot about it again.

Jakob Lindergaard-Bentzen:

Then, back in '15, we started talking about intelligence-led policing. I started introducing your book, started talking to people. I was an analyst at that time, working big cases in South America, working big cases with the DA and their flying squad in Denmark. There is a really bad synergy between the analyst and the detectives, and why is that?

Jerry Ratcliffe:

How long have there been analysts in Denmark then?

Jakob Lindergaard-Bentzen:

The last 10 years.

Jerry Ratcliffe:

Okay. Mainly on the intelligence side, but not in the day to day policing?

Jakob Lindergaard-Bentzen:

Well, there's always been some kind of analyst there, but if you need a plan, let's say you plan a demonstration, you ask that office, "All right, what can we do? How many police officers do we need there?" It's not like they do the analysis and say, "All right, I don't think there's a threat, so we'll only send five." They do what they've done always, just say, "Send a hundred."

Jerry Ratcliffe:

It was very tactical.

Jakob Lindergaard-Bentzen:

It was very tactical. It still is at some level, in some degree, but we've come far. We came far from 2012 until today.

Jerry Ratcliffe:

You had a room full of analysts, over a hundred analysts today. That seems to be a big change as well. You seem to be increasing the numbers as well.

Jakob Lindergaard-Bentzen:

Yeah. We just hired 40 new analysts here in Denmark.

Jerry Ratcliffe:

What are the challenges for taking on new analysts? Where do you need to focus their training, their education? You're really pushing this almost from scratch.

Jakob Lindergaard-Bentzen:

We have a lot of challenges with that because what we decided... People were shooting each other in the streets of Copenhagen, so what the politicians did was, "All right, what political steps can we do to actually face this issue? Ah, we can hire some analysts."

Jakob Lindergaard-Bentzen:

We do that, so we hired 40 analysts, no training, get them into their departments and start doing analysis. That's where we're at right now. We have a lot of good people, no training.

Jerry Ratcliffe:

That sounds awfully familiar, too. There are quite a few police departments that are happy to invest, they get the position, but then there's a huge amount of training. Can you think about the skill set that's required from an analyst?

Jakob Lindergaard-Bentzen:

Right.

Jerry Ratcliffe:

We need spatial analysis. We need database skills. We need other forms of critical thinking. There's a huge and varied skill set where we have to try and work with decision makers. It's just a huge skillset.

Jakob Lindergaard-Bentzen:

It is. It is. Luckily, we are engaging with Cambridge University. We've sent a lot of people there right now to learn about evidence-based policing. We just did a new initiative with UCL.

Jerry Ratcliffe:

Oh yeah, with Spencer Chainey.

Jakob Lindergaard-Bentzen:

With Spencer Chainey.

Jerry Ratcliffe:

Yep.

Jakob Lindergaard-Bentzen:

It's Spencer Chainey's department. We're moving forward in the right direction, but it's a journey. It's new. People are just learning about evidence-based policing, just learning about what does it mean? What is intelligence-led policing and what is evidence-based policing? They don't know. It's all new.

Jerry Ratcliffe:

I think certainly with intelligence-led and evidence-based policing, there's probably quite a few people who are in the same boat, just trying to figure out what does it mean and how can it help us?

Jakob Lindergaard-Bentzen:

Then we initiated this project that I'm running right now, the ILP Project.

Jerry Ratcliffe:

Intelligence-led policing project? Yep.

Jakob Lindergaard-Bentzen:

It shouldn't be a project. It should be a mindset. It was actually when I invited you to Denmark in 2016. I heard you first in 2015 in Manchester. You didn't see me. I saw you. I'm like, "All right..."

Jerry Ratcliffe:

I see everybody.

Jakob Lindergaard-Bentzen:

Yeah. "I want this guy to Denmark because he's nailing it all the time. You're just such a good speaker.

Jerry Ratcliffe:

That's a rumor. Okay, let's not spread that too much.

Jakob Lindergaard-Bentzen:

I wanted you to come and influence the Danish audience on intelligence-led policing.

Jerry Ratcliffe:

People seem to have been very receptive, and it's been great to come back again, but beyond the audiences that will turn up to this here, who to some degree are the choir that they're getting preached to, what are the challenges you've been facing in terms of getting management and getting leadership to adopt intelligence-led policing in the rest of the system outside of Copenhagen, for example?

Jakob Lindergaard-Bentzen:

Big question. I think that is the next step. The next step is actually to influence the decisions, maybe more than what we're doing. We do have people coming over and do presentation. That is, of course, not enough. We do need training. They need to understand because a lot of people don't know what intelligence-led policing is.

Jerry Ratcliffe:

Right.

Jakob Lindergaard-Bentzen:

They know what intelligence is. They know what leadership and they know what police, but they don't understand that it's policing.

Jerry Ratcliffe:

They know what the individual words mean. They figure because they're all together, they know what they are, but it's not really the same thing at all.

Jakob Lindergaard-Bentzen:

I think what we're doing is that we are putting really good people in front of these people and telling them what is it, and it's not just a fancy buzzword. It's actually quite simple, and I think they're starting to get it now. We hosted this big Chief Symposium in January for all commissioners in Denmark. We had , Spencer, Mark Evans from New Zealand Police, Stephen Brown from Australia Police here. They did a fabulous job of actually talking to them, talking to them as a cop. Stephen Brown is a cop. Mark Evans is not, but Mark speaks for himself.

Jerry Ratcliffe:

He has a very related and fascinating background.

Jakob Lindergaard-Bentzen:

Some of these initiatives are actually pushing Denmark in the right direction, I think.

Jerry Ratcliffe:

They've been well received?

Jakob Lindergaard-Bentzen:

Yeah, but we need to keep pushing.

Jerry Ratcliffe:

Is there any imperative to drive that change, the crime situation in Denmark? How is that?

Jakob Lindergaard-Bentzen:

The crime situation in Denmark right now? Crime is decreasing, but cyber crime is just going up to the sky. There's a lot of numbers that we don't get. Every third Danish person have been attacked by some kind of cyber attack. There's so many figures we don't know.

Jerry Ratcliffe:

The dynamics of crime are changing and you're trying to find new ways of approaching those.

Jakob Lindergaard-Bentzen:

We trained some detective leaders. They're all like, "We can't do this anymore. We don't have the skills as detectives. We need analysts. We need intelligence analysts. We need crime analysts to help us, and we need those different disciplines, if you wish, to work together with us." That is something that is new. I've never heard that before from a detective.

Jakob Lindergaard-Bentzen:

I was once a detective and I'm like, "All right, I know what I'm doing," that old thing. Things are changing. Mindsets are changing, and I think that this ILP Project we're running now, it's not because of that, but it's a tiny part of it.

Jerry Ratcliffe:

Intelligence-led policing and evidence-based policing have really grown in the English speaking countries. Of course, Denmark being a very educated population, where everybody seems to be speak English brilliantly, are able to pick up on that. Now I know you've worked also in other parts of Europe and traveled within Europol. Have you found that there is the same level of interest or is there a gulf in Europe in terms of embracing some of these ideas about where policing is going?

Jakob Lindergaard-Bentzen:

I think, talking to many people throughout Europe, they're not there yet, to be quite honest. Some are, of course. Sweden and Norway, Norway have done a fantastic job of doing a lot of document, writing their doctrine and all that, but implementing it, that is an issue. They have a really hard time in Norway doing that. Germany, Spain, they are still... I'm not saying we are ahead of them, but they are still trying to pick up on some of these things coming out of the UK, New Zealand, Australia, United States.

Jerry Ratcliffe:

I think Mark Evans once said that he estimated it took somewhere from start to really embedding intelligence-led policing about five years and that was with a fairly concerted effort to move it forward and it's well resourced. It's interesting that, if you're looking at some of the European police departments or European countries, if they're not there yet, it's going to still take them some time. You could be leading the way in terms of certainly Scandinavia.

Jakob Lindergaard-Bentzen:

Yeah, but just looking at the UK, the intelligence model came out in what? 2001? Still struggling in 2017, and they had a budget cut of 20%.

Jerry Ratcliffe:

A massive budget, huge austerity and they cut huge numbers of police officers, but also a significant number of analysts as well.

Jakob Lindergaard-Bentzen:

What we're facing in Denmark now is also the fact that we're losing cops. The number of cops gone, we have 600 less cops than in 2011.

Jerry Ratcliffe:

Is this by attrition or a budget cuts?

Jakob Lindergaard-Bentzen:

We're hiring civilians right now, and we just had some issues that we don't have manpower enough. What you're facing in Denmark right now is that you have a lot of civilians hired in the district as analysts, but you also have policemen. We're lacking resources and we are training these guys to be good analysts. We are training them to make a difference as an analyst, and then you're actually sending them down to the border to check passports. That's another issue.

Jakob Lindergaard-Bentzen:

I can just see in my department five years ago, I was the geek because I was the only one having a degree. Today, there's almost no cops. If you only have a Master's degree, you're mediocre. They all have PhDs in ILP. It's different. Things are changing. You're really getting smart people into policing, which is a really, really good thing. I'm working with really smart people, but we also need policemen, that synergy. You know what I mean?

Jerry Ratcliffe:

You've got a big change in personnel. This must be a dramatic shift for especially mid to senior level commanders, who have had to move from how it was always done to where we are now.

Jakob Lindergaard-Bentzen:

Right, and that is the big problem. That is where we're at right now. I ask you today at your presentation, in the end of your presentation, what would your recommendation to us, and that is focused on that level of decision making.

Jerry Ratcliffe:

I think you're right. The next stage for many places to go is we've raised the level of analysis, but I think the next stage is to certainly think about mid level and senior level training or educational seminars to get them up to the level of the understanding of the newer approaches to smart policing that are being instigated in many places.

Jakob Lindergaard-Bentzen:

Yeah.

Jerry Ratcliffe:

What are the challenges that your analysts are facing because they're at the vanguard and moving forward with these changes. What are some of the challenges that they're finding out in the districts outside of Copenhagen or at the national level?

Jakob Lindergaard-Bentzen:

I think some of the issues that we have right now is that, of course, we get all these new analysts, they need to be trained, but what we're also doing is that we've hired all these new people and then we train them. We actually do have a lot of analysts that have been there for 20 years, and they only have that training they had 20 years ago. We don't upgrade that training for them because we look at the new ones. You know what I mean?

Jerry Ratcliffe:

Yeah.

Jakob Lindergaard-Bentzen:

That's some of the issues, that we need to train the new ones, but we also need to train the old ones. Then, of course, you get the whole dilemma of you have the civilians, you have the policemen, that culture clash or whatever you want to call it. It's getting better, and I think that just three or four years ago, it was-

Jerry Ratcliffe:

How is it getting better? What do you think are the mechanisms to actually help improve that?

Jakob Lindergaard-Bentzen:

Actually trying to help some of the civilians coming into police not using too many fancy words for detectives. The one word you were not allowed to say in Danish Police two or three years ago was hypothesis. I talked to Spencer Chainey about that because they had those same issues in the UK. I don't know if you have that in US as well. It's a normal way of talking when you're academia, but getting into police and saying, "Okay, I think you need that hypothesis, that hypothesis, the competing hypothesis, all that working."

Jerry Ratcliffe:

Chief Constable Sarah Thornton in the UK once said, "Policing is the only field where the term, clever, isn't a compliment."

Jakob Lindergaard-Bentzen:

Yeah. You're spot on.

Jerry Ratcliffe:

I was helping you do some training yesterday. What was really nice is we had a room full of mid-level detectives and investigators, who were in leadership positions. That was really nice to see because I think in a lot of places, the investigative arm gets left out of some of these initiatives. It's overly focused on patrol. Have you found challenges in integrating some of the detective side of things, who tend to be very individual case-focused into this broader mandate of intelligence-led policing to make it more about resource allocation and big picture thinking?

Jakob Lindergaard-Bentzen:

I think that's somewhere we're not even at yet, to start initiative towards that group of people. What we did yesterday, what you did yesterday was some of the first steps to that group of policemen. We have been focusing so much on analysts.

Jerry Ratcliffe:

Have you had resistance, then, from investigators?

Jakob Lindergaard-Bentzen:

Lot and lots of resistance. I think some of this is because they are afraid of their jobs. They're afraid of, actually, what should they do now? Analysts get into their field. They know more and more about policing. Policing is getting more and more complicated. I know it's not just a cliché. It is getting more complicated. It's getting more complicated being a detective, an investigator. Some of those skills they don't have anymore, so they ask analysts to come in. I think it's a little bit of fear of losing their field a little bit, if you know what I mean.

Jerry Ratcliffe:

Well, they often have a great deal of experience, but unfortunately I think, or fortunately, what I perceived from some of them is more and more decisions are open to being questioned because we have much more open data and open information. Now commanders and command staff in Copenhagen can look at the cases they've chosen and how they've worked them. There's a lot more scrutiny available with more access to data. What used to be an experience-based decision now is open for being questioned.

Jakob Lindergaard-Bentzen:

It is. It is. I think we've seen that, but we also have to be careful because you know those guys, being a detective for 30 years, and then you hire a really smart analyst just out of university coming up and saying, "I think you should go that way in your..." Just giving too recommendation on where to go. That is very dangerous path to go down because they bury a lot of culture, these heavy detectives. We need to be very humble when we approach them.

Jakob Lindergaard-Bentzen:

I do think we have hired some good people, some good personalities. When I was in the UK last year, I brought all my chiefs there, well, seven or eight of them, really high ranked commissioner assistants, commissioners, to go and talk to metropolitan police about who should we hire? I went and visited Spencer, but I also visited people from Met and from NCA in national crime agency. When I talked to someone at Met, they said, "All right, in the last two or three years, we have lost 90% of our civilian analysts because they get tired of it. They just want to go somewhere else." When we go get back to Denmark, we're like, "All right, we need to hire 45 new analysts, or 40.

Jerry Ratcliffe:

What are you going to do to retain them?

Jakob Lindergaard-Bentzen:

Exactly. The first thing in their recommendation was look at their personality. We have actually done that because they all have really nice college degrees, so let's start looking at, "All right, are you humble? Can you talk to people? Can you go into a group and say, 'All right, I think what you're saying is really good, but maybe we should try this' instead of saying, 'You're going the wrong way.'"

Jerry Ratcliffe:

Tone is everything.

Jakob Lindergaard-Bentzen:

It is.

Jerry Ratcliffe:

You're not forcing, of course, and it's on both sides, I think, but the leadership also have to understand that, just because they receive a recommendation, doesn't force them to take it, but it provides options for them. Of course, it's finding that and striking that tone just to get it right.

Jakob Lindergaard-Bentzen:

Right.

Jerry Ratcliffe:

That was good advice, then, from the Met.

Jakob Lindergaard-Bentzen:

It was. It was, and we haven't lost anyone yet of those new analysts, but we'll see. We just hosted the Police Chief Symposium in January in Denmark, where Mark Evans from the New Zealand Police, he was here and his advice was, "Jakob, you need a plan." He could see that we're doing a lot of good things in Denmark and it's very similar to what they have been doing in New Zealand the last seven years.

Jerry Ratcliffe:

Right.

Jakob Lindergaard-Bentzen:

"You need a plan."

Jerry Ratcliffe:

He didn't quote Mike Tyson, then, who said, "Everybody has a plan until they get punched in the face?"

Jakob Lindergaard-Bentzen:

No, he didn't, but he should. I'll bring that back to my office.

Jerry Ratcliffe:

Yeah.

Jakob Lindergaard-Bentzen:

You need a plan. You need a strategy, and that is something that we just got the mandate to come up with a draft on a strategy and a plan for Danish Police 2025.

Jerry Ratcliffe:

Great.

Jakob Lindergaard-Bentzen:

You don't do that overnight.

Jerry Ratcliffe:

No, you don't, and I think you ought to be realistic. I think General Mulkey said in the first world war, "No plan survives contact with the enemy."

Jakob Lindergaard-Bentzen:

Right.

Jerry Ratcliffe:

If you have a plan, at least you have a goal and if you get part of the way there, that's better than aimlessly trying to reach the target.

Jakob Lindergaard-Bentzen:

Yeah. I think so, too. You said yesterday, "Learn from the best, learn from experience, talk to people from New Zealand, talk to people from Australia." We do, with Spencer, all these people that I know, because you have been around.

Jerry Ratcliffe:

That's just a rumor on the internet. If you could focus on developing three broad areas, if you could just do three things, what would you like to see happen?

Jakob Lindergaard-Bentzen:

In Danish Police, I would like to see that, of course, the highest management get an understanding of what's going on in the district, that we are using our resources wrong.

Jerry Ratcliffe:

Okay.

Jakob Lindergaard-Bentzen:

Start looking at the resources.

Jerry Ratcliffe:

The leadership side and the use of resources, yeah.

Jakob Lindergaard-Bentzen:

We need to start looking at why are we sending analysts down to the border to check passports when they need to do analysis?

Jerry Ratcliffe:

Yeah, right.

Jakob Lindergaard-Bentzen:

We need to start looking at training, training, training. Training is expensive, but what is the price of ignorance? I can't remember who said that, but someone said that.

Jerry Ratcliffe:

I think you just did.

Jakob Lindergaard-Bentzen:

That is something that we need to take into consideration in Denmark. Then I think we need to have a more holistic view of Danish Police, as a whole. We can't just look at patrol officers, detectives, analysts. We need to look at Danish Police as a whole, as an organization that needs to be more intelligence-led.

Jerry Ratcliffe:

Well, that also makes sense in terms of the other initiatives. I speak about believe the HIP, H-I-P. As we move forward, we need to be harm-focused, intelligence-led, problem-oriented and evidence-based, and it's not just intelligence-led policing, but also harm-focused because that's the big change in policing that's taking place.

Jakob Lindergaard-Bentzen:

It is.

Jerry Ratcliffe:

You talked about the absence of intelligence-led policing and the smart policing in some of the other countries in continental Europe at the moment. If they were here now, what would be the best advice you could give them?

Jakob Lindergaard-Bentzen:

I have some very good friends in Sweden that I work a lot with, train with them in Europol and CEPOL. My advice to them will be that they need to make a plan on building a project that actually initiates some of these initiatives that we

have done in Denmark. That standard policing model that you're running in Sweden as we speak right now, because they are really not very intelligence-led in Sweden right now.

Jerry Ratcliffe:

They'll be so pleased to hear you say that.

Jakob Lindergaard-Bentzen:

You need to start looking at how you go about doing your business and how you're using your resources. I know they have a lot of issues in Sweden, migration situation, all that.

Jerry Ratcliffe:

They've got some significant crime problems going on right now.

Jakob Lindergaard-Bentzen:

They do, and it's getting worse and worse and worse. That is why they need to look at this now. They need to make a plan and see how they're using their resources because they are in much worse shape than we are, and they have more policemen, but they're not using it right. We're not either, but we are on the right path, I think.

Jerry Ratcliffe:

If you had any last thoughts on this area, what would they be?

Jakob Lindergaard-Bentzen:

Thank you for having me on. Oh, it was fun, and if you could give me any advice because you've been traveling the world, what would your advice be to Danish Police?

Jerry Ratcliffe:

I think you've got some great people. I think you're on the right track. I agree with Mark. I think there's a need for a plan, but along with training analysts, along with having a plan to functionally get there, it's so necessary to also add to that always keep reminding people why we're on this path and why there's a necessity to take us there. It's easy to slip back into old ways.

Jerry Ratcliffe:

My advice always is worth precisely what you're paying for it. Jakob, it's been great chatting to you and good luck with everything you're doing here in Denmark.

Jakob Lindergaard-Bentzen:

Thank you.

Jerry Ratcliffe:

That interview with Jakob Lindergaard-Bentzen was episode three of reducing crime recorded in March, 2018. You can find more podcasts like this at reducingcrime.com or wherever you found this. Your podcasts are announced on Twitter @_reducingcrime. Don't forget the underscore. Be safe and best of luck.