NEW ZEALAND POLICE
Ngā Pirihimana o Aotearoa

06 May 2021

File number: IR-01-21-8810

Sebastian
fyi-request-14795-2a67d25a@requests.fyi.org.nz

Dear Sebastian,

I am writing to you in response to your Official Information Act 1982 (OIA) request dated 16 March 2021 requesting copies of the following Police Manual Chapters:

1) Covert Human intelligence source
2) Intel - Collection management
3) Intel - Decision-making and planning
4) Intel - Deconfliction
5) Intel - Evaluating effectiveness of intel
6) Intel - Intelligence categories
7) Intel - Intelligence for investigations
8) Intel - Intelligence policing methods
9) Intel - Intelligence products
10) Intel - Introduction to intelligence
11) Intel - Issue motivated and protest groups' intelligence
12) Intel - Legal opinion
13) Intel - Selection of operation names
14) Intel - The intelligence cycle

I can advise that nine of the 14 chapters you have requested are attached. Some of these have been lightly redacted to remove certain tradecraft practices. The specific grounds for redaction is under section 6(c) – *prejudice the maintenance of the law, including prevention, investigation and detection of offences, and the right to a fair trial.*

However, the below chapters do not exist.

4) Intel - Deconfliction
8) Intel - Intelligence policing methods
12) Intel - Legal opinion
13) Intel - Selection of operation names

Therefore, these cannot be released under section 18(e) of the OIA; the document alleged to contain the information requested does not exist.

And the below Police chapter will not be released under section 6(c) – *prejudice the maintenance of the law, including prevention, investigation and detection of offences, and the right to a fair trial.*

1) Covert Human intelligence source

Please note some of the content in the individual Police Manual Chapters provided is dated. Consequently, work will likely be undertaken sometime this year to update chapter content, where required, to ensure it reflects current standards, focus and practice.

I trust this information satisfies your request. If you are not satisfied, you have a right under section 28(3) of the OIA to ask the Ombudsmen to seek an investigation and review of my decisions.

Yours sincerely

Dan Wildy
Director National Intelligence
New Zealand Police

Dear New Zealand Police,

I would like to request copies of these 14 Police Manual chapters:

1) Covert Human intelligence source

2) Intel - Collection management

3) Intel - Decision-making and planning

4) Intel - Deconfliction

5) Intel - Evaluating effectiveness of intel

6) Intel - Intelligence categories

7) Intel - Intelligence for investigations

8) Intel - Intelligence policing methods

9) Intel - Intelligence products

10) Intel - Introduction to intelligence

11) Intel - Issue motivated and protest groups' intelligence

12) Intel - Legal opinion

13) Intel - Selection of operation names

14) Intel - The intelligence cycle

Yours faithfully,

Sebastian

The Intelligence cycle

Table of Contents

Summary

This section contains the following topics:

- What is the New Zealand Police Intelligence Cycle?
- Diagram

What is the New Zealand Police Intelligence Cycle?

The Intelligence Cycle sets out a model for how information is processed into intelligence in order to inform decision making and drive action. It is essentially a business model for intelligence. The cycle is a continuous, iterative process. Every new piece of data or information can be evaluated and incorporated into an ongoing interpretation of crime and crash environments, and turned into actionable intelligence.

Raw information gathered through the collection process is not intelligence. Rather, intelligence is the knowledge derived from the logical integration and interpretation of that information, which renders it sufficiently robust to enable Police to draw conclusions related to a particular victim, crime, criminal, road trauma or event.

In reality, the cycle is not simply a linear, sequential process. Intelligence staff will often be simultaneously collecting, collating and analysing information streams against multiple problems, and with direction occurring and being refined at various stages. In this respect it is iterative and does not simply take one cyclic revolution and conclude. An analyst may seek direction, collect, collate, analyse, review, seek further direction, collect and collate several times over before reaching robust analytical conclusions and recommendations. Similarly, the cycle may be adapted or abbreviated by experienced practitioners where timeframes are short or other pressures are at play.

Despite this, the Intelligence Cycle is the most elementary mechanism depicting how intelligence staff apply a process to transforming information into intelligence.

Diagram

The Intelligence Cycle was developed specifically for the New Zealand Police by a working group of intelligence specialists supporting the National Intelligence Office in 2008. It revised and refined a nine stage model designed by the Policing Development Group in 2004. It consists of these eight parts:

- Direction
- Collection
- Evaluation
- Collation
- Analysis
- Responses
- Dissemination
- Review


Direction
Collection
Evaluation
Collation
Analysis
Responses
Dissemination
Review

Direction

This section contains the following topics:

Direction is the initiating stage of the Intelligence Cycle. Effective direction ensures that intelligence effort is appropriately prioritised and aligned to organisational strategies and objectives. Direction may be internal from within the intelligence unit or external from the Executive or other parts of the organisation. Occasionally direction may be driven from the bottom up by individual intelligence staff. Similarly, direction in its broadest sense could be received from other Government agencies or ad hoc organisations.

Direction should be clear and managed through a central point (either the National Intelligence Centre or respective District Intelligence management).

How does direction occur?

Direction can be generated in four general ways including:

- Scanning
- Planning
- Reporting cycles
- General tasking

Scanning

Scanning is a constant process whereby ongoing (i.e. not specifically targeted) data collected by Police and partner agencies is used to:

- identify recurring problems or issues of concern to the community and Police
- select problems or issues for closer examination
- identify the consequences of the problem for the community and Police
- enable intelligence led prioritisation of problems
- develop broad goals for the responses which will be developed later on within the intelligence cycle
- confirm that the problems/issues exist, and to the extent that they may be reported on
- determine the frequency of the problem and how long it has been occurring.

Planning

Planning what product is required, for whom, and then how data will subsequently be collected is crucial to the intelligence process. Effective planning assesses existing data and ensures that additional data collected will fill any gaps in current information holdings. Intelligence planning and subsequent collection are a joint effort that requires a close working relationship between analysts, who understand how to manage, compile, and analyse information, and collection managers, field intelligence officers, and other specified staff.

Planning requires that Intelligence staff, often in direct consultation with decision makers, identify the outcomes they want to achieve from their collection efforts. This identification directs the scope of the analyst's effort, for example an analysis to identify youth gangs in Counties Manukau, or a more complex inquiry to determine the likelihood that criminal extremists or terrorists will attack facilities during a major international event hosted in New Zealand. Collection planning and Collection are specifically covered in the next section.

Reporting cycles

Police reporting cycles for intelligence are triggered by core products and processes designed to provide direction and tasking.

Strategic assessments	Produced every two year and linked to the development of district and service centre business plans.
Tactical assessments	Produced quarterly by districts to inform the Tasking & Coordination process.

The reporting cycle is logically linked in to scanning and planning.

The Deployment model and the advent of District Command Centres is driving changes to tasking and reporting mechanisms for Intelligence. These have to result in the development of standardised operating procedures or national best practice.

General tasking

Intelligence products are generally client solicited. Simply stated, the intelligence group is tasked by the client to generate a product. The analyst's task is to find answers and seek insights relating to a defined problem by applying the intelligence process. Examples of product types resulting from general taskings could include:

- problem profiles
- subject profiles
- knowledge products
- FLINT Products.

Effective application of intelligence processes is reliant on clear direction, problem articulation and prioritisation from decision makers.

Terms of Reference

Terms of Reference (ToR) are the outcome of the Direction stage of the Intelligence Cycle. The ToR effectively forms an agreement of what the client requires and what the analyst/intelligence staff can or will provide. It should define the problem (as far as this is possible in the early stages of a product or project), and outline the agreed aim, objectives and scope of the product. The Terms of Reference should be finalised through a process of communication and negotiation either directly between the client and the analyst (or the Intelligence manager). A ToR template is available on the Intelligence Community Sharepoint.

Collection

This section contains the following topics:

- Planned, focused and coordinated collection
- How does information enter Police?
- Tasked collection
- Open source information

Collection is the directed, focussed gathering of information to meet intelligence requirements.

The New Zealand Police Intelligence Collection Framework (November 2013) clearly articulates collection principles and processes for Collection. It is the prime reference for all matters of intelligence collection and collection planning.

Planned, focused and coordinated collection

To be effective, intelligence collection must be planned, focused and coordinated. Intelligence is reliant on access to information from an array of sources and agencies (SANDA) including information held in Police databases such as NIA, Investigation Management Tools, CARD and mapping applications. This information enables Police to produce a comprehensive picture of the crime and road trauma environments and to determine its priorities. The application of information management policies and procedures ensures that the appropriate information is recorded and developed as intelligence, and that this intelligence is maintained and accessible to assist decision making through the tasking and coordination process.

In order to effectively focus collection there must be very clear guidance at every level about what needs to be collected. This is usually gained by the analyst understanding what product they are required to produce or more generally, what questions they are required to answer. By process of understanding what information is already held or available, information gaps can be determined and understood. These are sometimes referred to as 'known unknowns.'

Once information gaps are understood, intelligence staff need to plan and assign the most appropriate collection asset to address the particular requirement. This means that analysts and collection managers must understand the capabilities, limitations and strengths of each SANDA. This understanding also includes the legal powers used to request information, how long it takes SANDA to collect and deliver information, limitations such as security (including information security), how long it takes to task them / request them, how SANDA can be affected by other events, weather, locations, technology, workload and so on.

How does information enter Police?

Information enters Police in one of these three ways.

Tasked collection	is deliberately sought out and collected.
Routine collection	is collected as a result of another policing activity.
Volunteered information	is given to Police.

s.6(c) OIA [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

s.6(c) OIA [redacted]

Consideration of information sources should include:

- open and closed source information, i.e., public access information and structured Police systems
- Source Protection and security
- information management
- sanitisation processes compliance with relevant legislation, rules and regulations.

Open-source information

Open source information is any type of lawfully and ethically obtainable information that describes persons, locations, groups, events, or trends and that exists within the public domain. When raw open source information is evaluated, integrated, and analysed it potentially provides new insight about intelligence targets and trends. Open source information is wide ranging and includes:

- all types of media
- publicly available data bases
- directories
- databases of people, places, and events
- open discussions, whether in forums, classes, presentations, online discussions on bulletin boards, chat rooms, or general conversations
- social media
- Government reports and documents
- scientific research and reports
- statistical databases
- commercial vendors of information
- websites that are open to the general public even if there is an access fee or a registration requirement
- search engines of Internet site contents.

The main qualifier that classifies information as open source is that no legal process or covert collection techniques are required to obtain the data. While open source data has existed for some time, the prolific use of the internet has increased its accessibility (and volume) significantly. It can be difficult to assess the accuracy, reliability and objectivity of open source information.

Raw information obtained from open sources tends to fall into two categories: Information about **individuals** and **aggregate** information. Issues to consider with open source information include:

- what types of open source information about a person should be kept on file by the Police concerning a 'person of interest' who is not actually a suspect
- how aggressive should Police be in gaining open source information on people who expressly sympathise and/or support crime or a criminal or terrorist group as determined by statements on a web page, but do not appear to be part of a criminal group or terrorism act nor active in the group
- how do Police justify keeping information on a person when a suggestive link between the suspicious person and a criminal or terrorist group has been found through open source research, but not a confirmed link through validated and corroborated evidence.

The fact that information is open source should not dissuade an analyst from using it. There can be useful and insightful information available from open sources. For example, news services have national and international networks of communications and informants with trained staff to conduct research and investigate virtually all issues that would be of interest to the public. As a general rule, responsible news organisations also have editorial policies to ensure that the information is valid, reliable, and corroborated.

As such, the news media is a sound source of information that should be part of an analysts 'toolkit'. However, staff should note that open source does require special handling, and like any information, needs to be evaluated for reliability and credibility.

Remember: Inaccurate collection efforts can lead to flawed conclusions, regardless of the analytical tools and skills employed.

Evaluation

Evaluation is the process of assessing data and information for reliability and credibility.

Admiralty Grading System

As much as possible, all incoming information should be graded using the Admiralty Grading System (AGS), which confirms SANDA and data reliability and accuracy.

Often information will be reported to an intelligence section or recorded as a noting by Police staff. It is not these staff members that should be evaluated, but rather the source from which that staff member originally gained the information.

Evaluating sources and data ensures that analysts can approach data with a degree of confidence (or uncertainty as the case may be), and their subsequent product can then reflect this.

The AGS is used in NIA and CID. It is a two part evaluation:

Reliability of SANDA	**Accuracy of information**
A Completely reliable	**1** Confirmed by other sources
B Usually reliable	**2** Probably true
C Fairly reliable	**3** Possibly true
D Not usually reliable	**4** Doubtful
E Unreliable	**5** Improbable
F Cannot be assessed	**6** Cannot be assessed

Examples

If. . .	**then. . .**
a fairly reliable informant passes information that is confirmed by other sources	this is graded (evaluated) as C1.
a usually reliable source passes doubtful information	this is graded as B4.
a new source or agency passes information which cannot be confirmed by other sources and provides no clue as to accuracy	this would be graded as F6. **Note**: On confirmation it may change to F1.

Intelligence staff should always consider including the AGS directly within products (quoting it similarly to the Harvard Referencing System) if either:

- the content will raise questions of accuracy
- specific and individual pieces of information will likely affect decisions or tactics.

Care must be taken that decisions to record (or not record) the grading of certain pieces of information in an intelligence report does not inadvertently identify the source (or source type). s.6(c) OIA [redacted]

Collation

Collation is the process of receiving, logging, storing and cross referencing information so that it can be easily located and retrieved for analysis. Collation is the fourth part of the Intelligence Cycle.

The collation process ensures that data is reliably received, accounted for, indexed and kept in a logical order. This process makes it easier to manage and integrate potentially massive volumes of data and information in a way that it can be used for analysis.

Often cited as a matter of collation, data accuracy and integrity is both an issue of collection and collation. Certainly data entry can be a function of collation and accuracy is of paramount importance. Human factors will often come into play where large quantities of data are being manually entered or electronically copied and pasted. Poor quality original data is not however a matter of collation. That said, this may require data cleaning or formatting to occur at the collation stage.

While in many cases intelligence staff do not have line control over data entry staff, Intelligence staff should advocate for and champion both the need for capturing notings and data, and accurate data entry. Collation includes the management of the collated data once in its storage medium or database, and the subsequent production of initial collation summary products such as graphs, charts and spreadsheets etc. These often serve as preliminary supporting products to commence or enable the analysis process.

Analysis

This section contains the following topics:

- What is analysis?
- Types of analysis
    - Criminal business profiles
    - Demographic/social trends analysis
    - Market profiles
    - Network analysis
    - Operational intelligence assessment
    - Pattern analysis
    - Results analysis
    - Risk analysis
    - Site analysis
    - Subject profile analysis
    - Use analysis
    - User analysis
- Inference Development Model

What is analysis?

Analysis is the converting of raw information into an intelligence product by breaking down that information into its component facts and inferences, then integrating these with existing information and intelligence holdings to identify patterns and trends (or the lack thereof). In criminal intelligence, the identification of root causes and drivers of defined problems is also a critical function of analysis.

The interpretation of the resulting conclusions is what produces intelligence. The most fundamental interpretation method is to ask the '5WH' interrogatives: **who**, **what**, **when**, **where**, **why** and **how**? Similarly, the application the questions 'so what?' and 'what does this mean' allow analysts to consider implications and focus on predictive conclusions. This also helps to avoid common pitfalls of simply restating facts or describing the collated information.

Types of analysis

The use of defined analytical techniques and products, created using recognised structured analytical tools and methods, is fundamental to the development of intelligence products. The specifics of the situation will determine the number and combination of analytical techniques and products that should be drawn on to inform intelligence product requirements. A greater understanding of the problem can be acquired by overlaying the results of analytical work. Analytical options include, but are not limited to, those shown in this table.

Criminal business profiles	These contain detailed analysis of how criminal operations or techniques work, in the same way that a legitimate business might be explained.
Demographic/social trends analysis	This is centred on demographic changes and their impact on crime and road trauma. It also analyses social factors such as unemployment and homelessness, and considers the significance of population shifts, attitudes and activities.
Market profiles	These are continually reviewed and updated assessments that survey the criminal market around a particular commodity, such as drugs or stolen vehicles, or of a service, such as street prostitution, in an area.
Network analysis	This not only describes the links between people who form criminal networks, but also the significance of these links, the roles played by individuals and the strengths and weaknesses of a criminal organisation.

Operational intelligence assessment	This involves evaluating incoming intelligence to maintain the focus of an operation on previously agreed objectives, particularly in the case of a sizeable intelligence collection plan or other large scale operation.
Pattern analysis	A generic term for a set of systematic, analytical processes such as crime, crash or incident series identification, crime and road trauma trend analysis, hot spot, black spot or black route analysis, hot time analysis, hot offender analysis and general profile analysis. The object is to identify the patterns of activity for the problem person or place. Analysts should ask who is doing it, why and when the crime is being 'done'? Analysts should also ask: • Who are the actors (offenders, victims, third parties)? • What is the sequence of events? • Where is the crime happening (addresses, street corners, street blocks)? By highways? By state housing areas? By liquor stores? By schools? By local stores? On main throughways? On side streets? On bends? On intersections? On poor road surfaces? • What contribution factor are involved (speed, drink, drugs, fatigue, distractions, lack or restraints, road geography)? • What impact do weather conditions play (dry, wet, icy)? • How is the activity being done (e.g. method of drug sales, weapons, modus operandi of various crime types)? • Why are these events or patterns occurring? • What is the temporal distribution of the problem? • When are the problems occurring (between 0900 1400, by day, by night, 24 hours etc)? • Time of day (afternoons versus early evenings versus all the time)? • Day of week (weekends versus weekdays)? • Time of month ('pay day', beginning of the month versus end of the month)? • Time of year (seasonal fluctuations)?
Results analysis	This evaluates the effectiveness of Police activities, for example, the effectiveness of directed patrol strategies, bail checks, crime reduction initiatives or a particular method of investigation. It should be noted, that this same form of analysis may also be applied during the 'review' stage of the Intelligence Cycle.
Risk analysis	This assesses the scale of risks posed by individual offenders or organisations to individual potential victims, the general public, and also to Police.
Site analysis	One of the most powerful forms of analysis, actually visiting the site can provide the analyst with a great deal of knowledge and explain many issues that a computer screen cannot. The object is to study the problem site several times, on different days, and during different weeks to understand the site rhythm of activity. Ideally, the analyst views the site through the eyes of both the offender and victim as well. As part of the site analysis consider: • Time, place, scale. • Look for pathways and activity nodes. • Look for debris i.e. needle caps, condoms, 'street furniture'. • Look for maintenance levels, graffiti, signal crimes. • Signs of retro fit (e.g. bars on windows). • Look for signs of caring (i.e. lawns and general maintenance). • Night conditions (e.g. lighting)? • Refuge opportunities? (i.e. places people can hide). • Potential guardians? • People watch...who is going where, when, how, why?

Subject profile analysis	This embraces a range of analytical techniques to describe the criminal or criminal group, their criminal activity, lifestyle, associations, the risk they pose and their strengths and weaknesses in order to give focus to the investigation targeting them. This can also include Repeat Registration Profiles. In this case the target is a vehicle rather than the driver / registered owner. Profiles may also focus on victims and vulnerable persons.
Use analysis	The object is to search for activity nodes and pathways that attract, facilitate or generate the crime problems at the problem site. This can include but not limited to: • schools • dairies, fast food outlets, coffee houses, supermarkets • public transport centres and 'stops' (bus, taxi, train) • pedestrian and bike pathways and alleyways • liquor stores • shopping centres • CYFS homes • drug houses • chemist shops (methadone dispensary) • parks and playgrounds • low income / state housing.
User analysis	The object is to understand the various groups that live and work in and around the problem site and to establish the patterns of movement of these groups. • Consider users in the past, present and future. • Itemise each group and their typical movement patterns. • Interview neighbourhood groups, organisations and business owners. • Informal discussions with passers by including postal workers, delivery people, commuters. • Informal discussions with occasional workers including contractors, lawn mowing services.

Inference Development Model

Inferences are the cornerstone of sound, future focussed intelligence. The development of inferences is the mechanism by which analysts can go beyond restatement of facts or summarising research. The New Zealand Police apply the **Inference Development Model**. The inference development model relies on identifying and clustering **indicators** to form **premises**. Indicators are raw facts, observations, or occurrences. They are data or pieces of information in raw form (including negative reporting).

Premises are propositions derived from indicators. They may contain one indicator or many and may suggest various courses of action. Premises can be deductive or inductive but should not simply be restatement of facts.

Inferences draw together premises relating to a particular event, situation or problem. They are the product of logical thought and in order to be future focussed, should have an inductive component. Inferences may be stated in the form of a hypothesis, a prediction, estimation or a conclusion. Probability and confidence of inferences should be signalled by analysts using probabilistic statements.

The words of estimative probability used by New Zealand Police are: RARE, UNLIKELY POSSIBLE, LIKELY, and ALMOST CERTAIN.

Probability statement	Qualitative statement	% Probability
ALMOST CERTAIN	The event will occur in most circumstances	>95%
LIKELY	The event will probably occur in most circumstances	>65%
POSSIBLE	The event might occur at some time	>35%
UNLIKELY	The event could occur in some circumstances	<35%
RARE	The event may occur in some exceptional circumstances	<5%

(Source: **Looking ahead with confidence: our Organisational Risk Approach**, New Zealand Police Risk, Assurance and Governance Group, 2nd Edition, 2014)

Responses

This section contains the following topics:

- What are responses?
- Purpose of responses

What are responses?

Fundamentally, responses are attempts to describe an action based solution to an identified problem following analysis. They broadly aim to prevent and reduce crime.

The SARA problem solving model developed in the United States of America in the 1980s and usually attributed to John Eck, defines responses as:

- Brainstorming for new interventions.
- Searching for what other communities with similar problems have done.
- Choosing among the alternative interventions.
- Outlining a response plan and identifying responsible parties.
- Stating the specific objectives for the response plan.
- Carrying out the planned activities.

(www.popcenter.org)

Responses are often couched under the heading of 'Recommendations'. Debate in the intelligence community continues as to the validity and legitimacy of intelligence analysts posing recommendations to decision makers.

Ultimately, it should be made clear to both analysts and decision makers that recommendations are simply that. They are not binding directions to act. Analytical recommendations may be strengthened by use of credible and applicable research and the input of subject matter experts and operational practitioners. There will never be a compulsion for decision makers to act on analytical recommendations, the final decision being theirs alone this is the essence of command responsibility.

Purpose of responses

Responses should be considered with a view to answering these questions:

- How can we reduce the opportunity to offend?
- How can we reduce the offender's desire (motivation) to offend?
- How and when can we increase the likelihood of apprehension / increase the 'risk' to the offender?
- How and when can we reduce the suitability of targets to the offender(s)?
- How and when can we increase the 'capable guardianship' around places, products and people (victims)?

Another way to consider responses is to consider the 'mechanism' by which the response reduces or prevents crime, using situational crime prevention techniques (*Tilley, 1998*). Tilley outlines 25 techniques under the headings:

- Increase the effort (for the offender)
- Increase the risks (for the offender)
- Reduce the rewards (for the offender)
- Reduce the provocations (for the offender)
- Remove excuses (for the offender).

Dissemination

This section contains the following topics:

- What is dissemination?
- Four standard product types
  - Core intelligence products
  - Knowledge products
  - Analytical products
  - Frontline Intelligence (FLINT)
- Linking products and decision making
  - Know who the key decision makers are and how to influence them
  - Decision makers are rarely intelligence professionals
  - Pick the right presentation style and format
  - Decision makers are faced with multiple, competing demands
  - Know what is important
  - Seek clarity on what decision makers expect
  - Focus on people and context
  - Key decision makers may be outside the immediate policing environment
  - Be aware of the constraints on decision making

What is dissemination?

Dissemination is the communication and distribution of raw or finished information or intelligence to decision makers and consumers. The fundamental tenet of dissemination is to get intelligence to those who need it, and have the right to use it, in whatever form is deemed most appropriate, in time for it to be useful.

Four standard product types

New Zealand Police disseminate intelligence through verbal briefings and by these four standard intelligence product types.

Core intelligence products	Such as the strategic and tactical assessments and problem and subject profiles.
Knowledge products	A Knowledge Profile provides an overview of a general topic or issue and serves to highlight current knowledge and specific areas of concern or priority.
Analytical products	Such as pattern analysis, market profile, road trauma risk profile, road user analysis, crash analysis, RSAP road safety risk assessment, network analysis, criminal business profile, operational intelligence assessment, result analysis, risk analysis and environmental trend analysis.
Frontline Intelligence (FLINT)	Such as subject profiles, intelligence reports and, at times, special notices. Increasingly disseminated by via mobility platforms.

To be fully effective (and acknowledging the reality of resource constraints) intelligence units need to be able to generate a wide range of outputs. With mobility platforms becoming more accepted medium for intelligence reporting, and other technological innovations, analysts should seek to be innovative in their dissemination.

The production and dissemination of strategic products is particularly important if decision making within individual districts is to avoid a recurring emphasis on short term, response and/or incident focused policing.

A combination of well directed strategic, operational and tactical intelligence products will provide a robust reporting

framework that will enable decision makers to align policy, resources and responses with objectives and priorities.

Linking products and decision-making

Know who the key decision-makers are and how to influence them

Usually, decision makers are identified from the organisational hierarchy chart, but other key individuals may not appear on it. For example long standing and experienced detectives will often have significant influence over how investigation units work, even if they have no formal management responsibility. Equally, a crime or road trauma reduction strategy may require the involvement of partner agencies whose direct interests may be quite different to Police. Identifying and understanding how key individuals operate, what their interests are and how they see the world will often be important in influencing how intelligence outputs are received and subsequently used.

Decision-makers are rarely intelligence professionals

This usually means that they need clear, straightforward advice written in a language free of jargon and complexity. To be useful, intelligence products need to be written for the decision maker and not for other intelligence professionals. They should also be short: all decision makers are time poor.

Pick the right presentation style and format

For many analysts lengthy written reports or detailed briefings, backed by extensive data, may appear to be the only way to 'get the message across'. These are often necessary and important, but in reality, there are many other, and often better, ways in which to communicate material. According to the management guru Henry Mintzberg, "It is more important for the manager to get... information quickly and efficiently than to get it formally" (*Mintzberg, 1973*).

Some options to consider are listed in this table.

Visualisation	Many people prefer to receive information visually, e.g. as mind maps, link charts and 'pictures'. While there are multiple software programmes that will provide high quality charts, spreadsheets or maps, it is important for decision makers to understand that while they support and facilitate effective presentation **they do not represent the actual analysis**. Deciding what to map, how to manipulate data in a spreadsheet or represent information on a timeline is analytical the visualisation product itself is not a substitute or proxy for the thinking (analytical) element of the intelligence process.
One-to-one informal briefings	These allow for two way questions and answers, can often supplement written reports, and are an effective way to quickly get the main points of a message across. For information to flow effectively, analysts must be embedded around and have access to decision makers at every level.
Text and electronic messages	E mail has become the major tool for communicating but in some places the sheer volume of information that requires attention can be overwhelming. This means analysts need to find ways to differentiate their product. This doesn't mean marking emails 'urgent' or using bold coloured fonts. Instead, develop a reputation for being the sender of short, clear, relevant messages that are always of value to the recipient.
Corridor sessions	Often the opportunity to influence arises at odd and unexpected times. Meetings in the meal room, in the lunch queue or riding the lift together are often key moments in winning time and attention. A brief exchange of views and ideas can often lead to more substantial analysis. The ability to network effectively both formally and informally is a critical skill.
Visibility	Getting out from behind the computer terminal and being seen around (for example, turning up to listen to the Police Commissioner's speech to a local business group) and offering general views and ideas about policing will create an expectation that the analyst already has something to offer. Sharing good news, making a point of explaining the impact of a piece of work, contributing to newsletters and so on, all create visibility, making it more likely that when the intelligence product arrives on the decision maker's desk that it is seen as coming from a person that already has valuable ideas to offer.
Understand the power of different formats	In policing many analysts have no idea what happens to their products and therefore little or no idea about the impact they have made. Knowing what style and format works is clearly important. The overall message is summed up by *Gardner (2004 p.101)*; "Individuals learn most effectively when they can receive the same message in a number of different ways, each re presentation stimulating different intelligence".

Decision-makers are faced with multiple, competing demands

Intelligence may be important in making choices, but other factors will also weigh heavily. A long running media campaign against a particular crime problem or a sensational headline will often set the agenda. Though such issues may appear to be a distraction they cannot be ignored. Intelligence has an important role to play in helping decision makers to deal more effectively with these problems.

Know what is important

Generating intelligence products and firing them out in the hope that 'something' will stick is a recipe for frustration and failure. Decision makers with few staff and policing a limited geographical area need products with a distinct, detailed and well informed local flavour. Area commanders may expect to see what the common issues are and where opportunities exist for attacking shared problems while district commanders and national managers will normally require a broader, more strategic viewpoint that perhaps addresses a problem from a whole of organisation, or even whole of government approach. It is very unlikely that a single report will adequately address each need or interest and analysts need to determine what's important at each level.

Seek clarity on what decision-makers expect

Decision making priorities are often ill defined and subject to change. New requirements can emerge very quickly and what was a major issue last week can be off the agenda today. For analysts this means staying in touch with the latest thinking so that outputs can be directed at the right issues. Agreeing terms of reference with clear objectives and keeping

these updated will help, but effective, frequent communication is vital. Crucially, analysts must know who they are writing for and why the product is needed. In most agencies decision making will go on regardless of whether or not the intelligence picture has been painted, and adding real value is about the ability to deliver the right product, in the right format at just the right time.

Focus on people and context

"If you are interesting people will want to be with you. People will seek your company. People will enjoy talking to you..." (*De Bono, 2004*). The best analysts have presence, engage in effective verbal and non verbal behaviour, and have the ability to read a situation and tailor their contribution accordingly. While these may be qualities that appear intangible they can be practised and when used successfully will contribute to the impact made.

Key decision-makers may be outside the immediate policing environment

The drive towards multi agency partnership working and the blurring of lines of responsibility that accompany the move towards a more holistic all of government approach to tackling crime, leads to a more complex and flexible decision making environment. This has clear implications for police intelligence which needs to respond effectively to such new demands.

Be aware of the constraints on decision-making

All law enforcement decision makers operate in a world of finite budgets, limited resources and time constraints. Most are burdened with the expectations of more senior managers, organisational performance regimes, and unmet public expectations. Equally, the introduction of electronic forms of communication has significantly increased the amount of information circulating to managers. All of this is competition for analysts. Intelligence outputs that fail the test of real world understanding are likely to be of limited value, and analytical units that establish a reputation for being disconnected from the day to day realities of policing will generally find it difficult to have any meaningful input to decision making.

Review

This section contains the following topics:

- Feedback
- Components of good products
- Products will be better informed by involving others
- Well written products do not confuse facts and opinions
- Good analysis needs to add real value
- Timeliness is always a factor
- Executive summaries are key to focusing attention
- Good products get to the point
- Experience for Police officers is mainly about evidence
- Good law enforcement analysis
- Products must comply with policy, procedure and legislation

Review is the task of examining intelligence processes and products to determine their effectiveness, and the responses in terms of their effect (impact) on the criminal environment.

Often analysts and intelligence units do not know what has happened to or with the intelligence they provide to decision makers or whether it has been effective. It is axiomatic that intelligence staff will often hear 'when they got it wrong,' and traditionally, negative feedback has been more forthcoming than positive or constructive commentary. Any formal or informal mechanism which can structure feedback and review of analytical effort is to be encouraged.

Review is both a critical part of the New Zealand Police Intelligence Cycle but also the cross cutting organisational competency of **challenging for continuous improvement**.

Feedback

There is often no formal method for tracking and evaluating intelligence product therefore one way to review it can be to include a feedback form with each product that is disseminated. Feedback forms, if used, should ask specific questions relating to the usefulness of the intelligence and the appropriateness of the dissemination method.

The simple form consists of several open ended questions about the product, which the end user is asked to complete and return to the originator. The questions gauge how the intelligence was used, if it was not used then why not, what its value was, and how it could have been made better.

The feedback has additional value in that the analyst becomes privy to the value and quality of their product as others see it. The end result is intelligence that is used and valuable, and intelligence products and practitioners that become increasingly more efficient and effective over time. Intelligence supervisors can also use the feedback to assess the value of their unit's products, to assist in assessing unit productivity, and to assist in individual performance monitoring. The feedback may also be helpful to support existing or request additional resources.

It should be stressed that a feedback form will never have the accuracy, timeliness, or even for that matter, frankness, as that of face to face feedback made directly with consumers (internal and external). This method of evaluation should be preferred over feedback forms which often are simply not completed.

Analysts and intelligence units are strongly urged to know and understand their decision makers' requirements, priorities, challenges and preferences. A professional relationship where candid and frank feedback can be sought and given is the ideal in terms of providing effective, responsive intelligence.

Similarly, where intelligence and analysis is used to support an operation, investigation, major event or project, the opportunity should be taken to honestly debrief the activity and identify lessons learned. This should encompass strengths and opportunities as well as well ineffective processes and weaknesses.

Components of good products

"The better you understand your subject the more likely you can produce material with insight" (*Pease, 2006*)

This may seem obvious but too often analysts work with single data sets or information streams, fail to read widely around their subject, and miss the latest research or thinking. There are different ways to think about problems and there are many fields outside law enforcement medicine, geography, science, mathematics, philosophy, business that all have ideas, concepts and methodologies that can assist effective crime and road trauma intelligence analysis. By limiting solutions to traditional fields it may be possible to make a short term or marginal difference but real progress is likely to require new (or at least innovative) thinking. The best analysts have a broad view of the world around them and can effectively apply the learning from other disciplines.

Products will be better informed by involving others

A community or neighbourhood profile for example will always benefit from input of those working closest to the problems on the ground. Consultation and taking advice is essential a computer system and its captured data only contain some of the information necessary for effective analysis.

Well written products do not confuse facts and opinions

Confusing fact with opinion can lead to criticism, and at worst it can lead to flawed decision making and action. The separation of facts, evidence, opinions, judgments, hypotheses, conclusions and recommendations is a critical element of the analytical tradecraft and fundamental to the generation of effective product.

Good analysis needs to add real value

The biggest criticism of many intelligence products by operational staff is that they simply provide 'news and weather' information already known about events that have occurred and with no sense of how they relate to the future. Analysts should avoid the temptation to simply reorganise or represent information that is already widely available. This will become increasingly challenging in the District Command Centre environment where reporting timeframes are becoming more and more compressed.

Timeliness is always a factor

There will always be intelligence gaps (unknowns) and it is usually the case that conclusions and recommendations need to be made on incomplete data. But this needs to be set against the fact that timeliness in the dissemination of an intelligence product is almost always critical and this will often mean exercising judgement about when to publish or report. Though negotiation around deadlines can help it takes insight and bold analytical decision making to know when to call it a day

Executive summaries are key to focusing attention

Analysts will often know that a subject is complex and that reaching a clear and firm view can be difficult, but for decision making simple is often best. For analysts this is a particular challenge and writing accurately and in a style that allows non experts to understand the argument and action the product is a skill that needs significant practice. Lengthy products, for example, may never be read in full by busy decision makers. Using an executive summary, stressing key findings and highlighting action points may all be essential to focus attention on the right issues.

Good products get to the point

There is a temptation for analysts (particularly those new to the field) to want to 'show all their workings'. Sometimes this may be necessary or needed, but in general such detail is best avoided in the main body of a report. The 'noise' it creates can often detract from the main message. Detailed workings need to be available to defend any challenge, but it shouldn't be necessary for them to be fully reported, particularly in a situation where analysts and decision makers have confidence in their respective roles.

Experience for Police officers is mainly about evidence

In writing for a policing audience it is important to remember that the search for facts is often paramount. Poorly drafted prose that meanders across a chosen subject, or reports written in the style of a work of fiction are unlikely to positively influence serious decision making and make the task of the intelligence unit harder. That said, it is not an analyst's role to

seek evidence to a forensic level it is simply not possible to do this and simultaneously be future focussed and predictive.

Good law enforcement analysis

Good law enforcement analysis should be bold (but not foolhardy) and seek out the truth. Good analysts bring a professional, objective approach to law enforcement. If analysts don't make decision makers uncomfortable at least some of the time then it's likely that they are not doing their job properly.

Products must comply with policy, procedure and legislation

This is particularly the case where sensitive intelligence is concerned. This means recognising the need to know principle (balanced against the principles of need to share); adherence to any restrictive disclosure obligations for example criminal justice sector partners will often place limits on what can be done with their intelligence products; and most products should bear an appropriate security classification. It is important that intelligence officers and analysts understand these issues because slack application of the rules will undermine trust and confidence and may threaten sensitive sources or operations. Equally, over classified material, which is too tightly controlled, can seriously hamper the effective use and application of products for decision making. The observation "if I can't use it don't tell me about it" is still a familiar (and wholly flawed) comment heard in many police investigation units.

Version number: 3

Owner: Director: National Intelligence

Publication date: 06/03/2015

Last modified: 26/09/2017

Review date: 06/03/2017

Issue motivated and protest groups' intelligence

Table of Contents

Purpose

This chapter:

- provides guidance about the collection and storage of intelligence relating to issue motivated/protest groups (identified as organisations in NIA) and their activities
- outlines the circumstances in which intelligence can be collected
- details procedures for ensuring that intelligence is entered into NIA in a standardised way to maximise accessibility and accuracy.

Background

It is important to standardise and rationalise our process for the collection, storage and management of intelligence relating to issue motivated/protest groups (IMG) and their activities. This intelligence will provide a better understanding of the potential or future risk a group may pose and/or their intent and capability.

When can intelligence be collected?

Police authority and justification to collect and hold such information is outlined in the Privacy Act 2020 under Information Privacy Principles 1, 8 and 9. However, this authority needs to be balanced against the provisions of New Zealand Bill of Rights Act 1990 (an individual's right to freedom of speech).

s.6(c) OIA [redacted]

s.6(c) OIA

[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

[redacted]

s.6(c) OIA

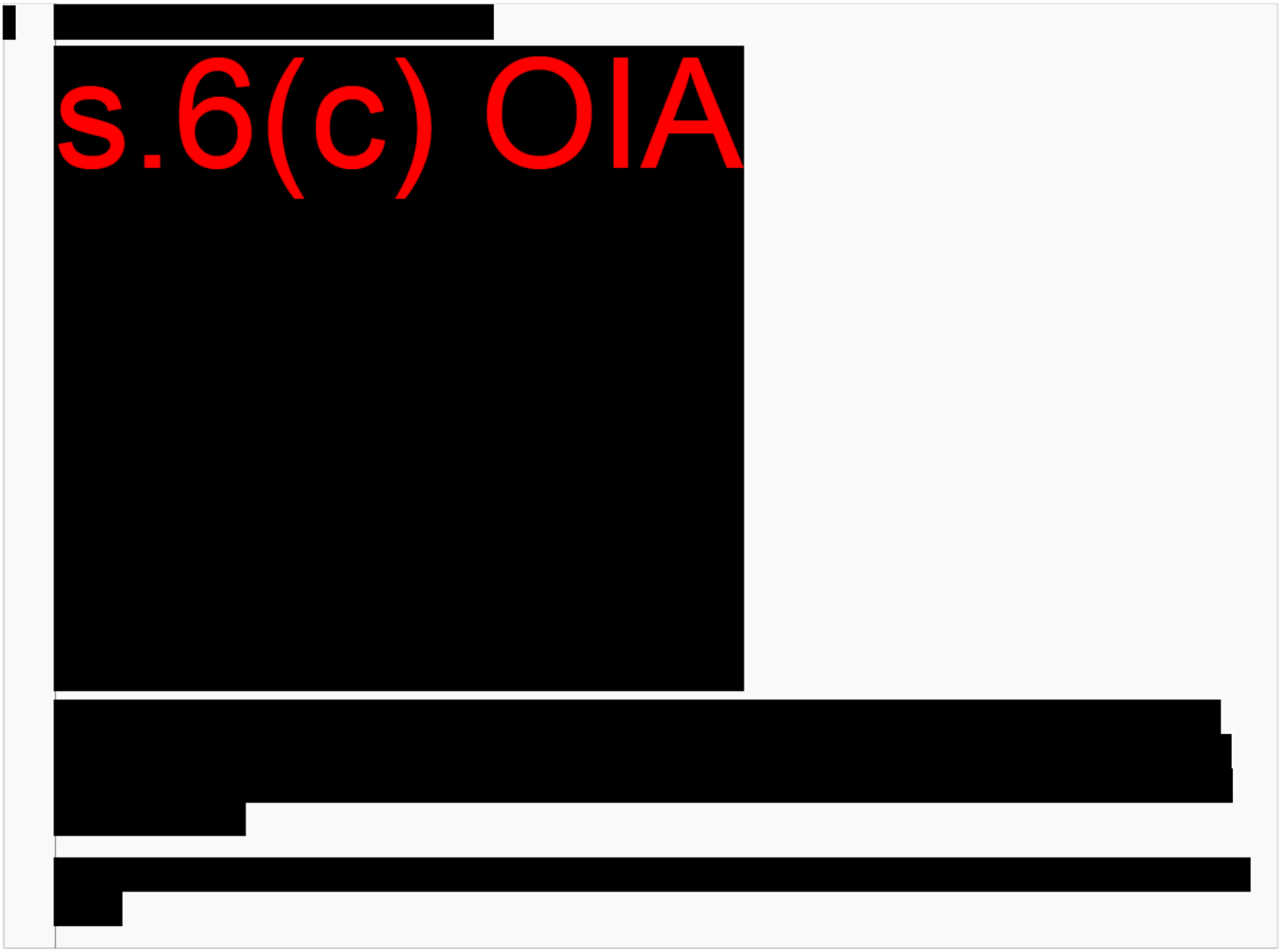
[redacted]

[redacted]

[redacted]

s.6(c) OIA

[redacted]


s.6(c) OIA

Related information

See also:

- Gathering intelligence in the 'Demonstrations' Police Manual chapter
- 'National Recording Standard' in the Police Manual.

Version number: 1

Owner: Director: National Intelligence

Publication date: 16/03/2016

Last modified: 01/12/2020

Review date: 16/03/2018

Introduction to Intelligence

Table of Contents

Summary

This section contains the following topics:

- Overview of intelligence
- Prevention First: Intelligence Operating Strategy

Overview of intelligence

The goal of Intelligence in Police is to enable decision makers to prevent crime and road trauma problems and promote safe communities. It achieves this goal when it provides accurate, timely and actionable advice to decision makers that nforms and supports operational activity and contributes to the achievement of organisational objectives.

ntelligence is a key component of Police Critical Command Information (CCI), which underpins the Prevention First National Operating Strategy. It is used to inform and drive the deployment of operational resources, enable understanding of the criminal environment and facilitate evidence based action, particularly in respect of priority and repeat victims, offenders and locations.

ntelligence includes people, products, processes and partnerships.

The intelligence process is an interpretative one that has analysis at its heart. The intelligence cycle guides this process. It entails the collection, evaluation, collation and analysis of information from a diverse range of sources and agencies. The analysis component integrates relevant information to form a cohesive understanding of a problem or environment, and nterprets that understanding so that decision makers can decide what action to take. Intelligence draws conclusions and nferences from facts and patterns. It anticipates future behaviours, and identifies trends and risks. It is future focused.

The intelligence cycle is completed by the formulation of responses to defined problems, timely dissemination to clients and stakeholders, and review of effectiveness of both products and processes. It is iterative and dynamic not linear and sequential.

ntelligence outputs are intelligence products, which take different forms depending on the end use and intended audience. Intelligence products must have a customer: intelligence should add value to information and should be actionable.

ntelligence is critical for decision making, planning, targeting, and crime and road trauma reduction as well as community safety. Police depend on intelligence at all levels, and cannot function effectively without good intelligence.

Prevention First: Intelligence Operating Strategy

The intelligence process is focused on interpreting the criminal and crash environment and informing decision makers so they can have a real impact in directing the policing response. In turn, decision makers influence intelligence by setting priorities and requesting intelligence products. See: Intelligence Operating Strategy.

nte gence-operat ng-strategy.pdf **2.93 MB**

Intelligence people and products

Collections

- Intelligence Officers (IOs)
- Field Intelligence Officers (FIOs)
- Intelligence Collections Coordinators (ICCs).

Information management

- Intelligence Support Officers (ISOs)
- Intelligence Support Assistants (ISAs).

Analysis

- Trainee Analysts
- Analysts
- Senior Analysts
- Lead Analysts.

Management

- Intelligence Supervisors
- District Intelligence Supervisors
- District Managers of Intelligence (DMIs)
- National Intelligence Centre (NIC) Managers
- National Manager: Intelligence.

Each role has specific functions that relate to its part of the model, and each requires specialist training to carry out those functions. The roles and functions are set and governed by the Professional Development in Intelligence Programme (PDIP), which is administered by the National Intelligence Centre.

Intelligence products

The Police intelligence product framework is designed to support staff at all levels from frontline officers to middle and senior management through a combination of:

- **Core intelligence products** regular action oriented outputs generated within areas, districts and nationally, to drive daily operational activity.
- **Analytical and knowledge products** which provide insight into specific problems family violence, burglary, road policing, serious crime investigations etc to drive short, medium and longer term decision making and resource allocation.
- **Frontline products (including FLINT)** designed to improve situational awareness of supervisors and frontline officers and a core opportunity within the Police mobility programme

Deployment and the five Prevention First priority areas

Intelligence will:

- target active offenders
- constantly scan the criminal and crash environment and identify opportunities for action focus advice to key local decision makers, particularly Area and District Commanders
- maximise forensic intelligence opportunities act urgently, particularly around persistent offenders
- use intelligence products to understand trends and patterns in the criminal and crash environment and set priorities in tasking & coordination meetings
- encourage frontline staff to routinely submit quality notings to develop the intelligence picture
- usually require production of a range of intelligence products over an extended period of time to solve persistent problems
- use the VOLT (Victims, Offenders, Locations, Trends) report to inform the targeting of repeat/priority offenders,

victims, locations
- support short medium term (tactical) interventions and longer term sustainable interventions (treatments).

Prepare for planned events

Intelligence will:

- highlight key events up to 3 6 months ahead to enable planning and resource allocation decisions
- support and staff a Joint Intelligence Group where deemed necessary for major pre planned events and know how it operates
- maximise the use of the RIOD (Real Time Intelligence for Operational Deployment) platform to deliver timely intelligence.

Work with partner agencies

Intelligence will:

- develop jointly owned intelligence products (JOIPs) with key partners share information in accordance with agreed protocols
- work with partners to leverage their available knowledge and resources to support joint priorities
- share intelligence skills, knowledge and resources to build cross agency capacity and capability
- explore opportunities for joint problem solving with partners.

Maintain a prevention mindset

Intelligence will:

- deliver timely intelligence in support of District Command Centres
- use forward looking intelligence products to focus staff time, effort and interventions on 'preventing the next crime and crash'
- deliver intelligence products focused on emerging or persistent policing and community problems
- link intelligence with other components of Critical Command Information to inform deployment
- act with urgency particularly in respect of active offenders and emerging trends and problems.

Think 'crime triangle'

Intelligence will:

- focus on victims, offenders and locations
- use qualified analysts and other experts to apply crime science and situational crime and crash prevention theories.

3i model

This section contains the following topics:

- Interpreting the criminal environment
- Influencing decision makers
- Decision makers' impact

The intelligence process is focused on interpreting the criminal and crash environment and informing decision makers so they can have a real impact in directing the policing response. In turn, decision makers influence intelligence by setting priorities and requesting intelligence products.

The 3i model consists of three inter related elements:

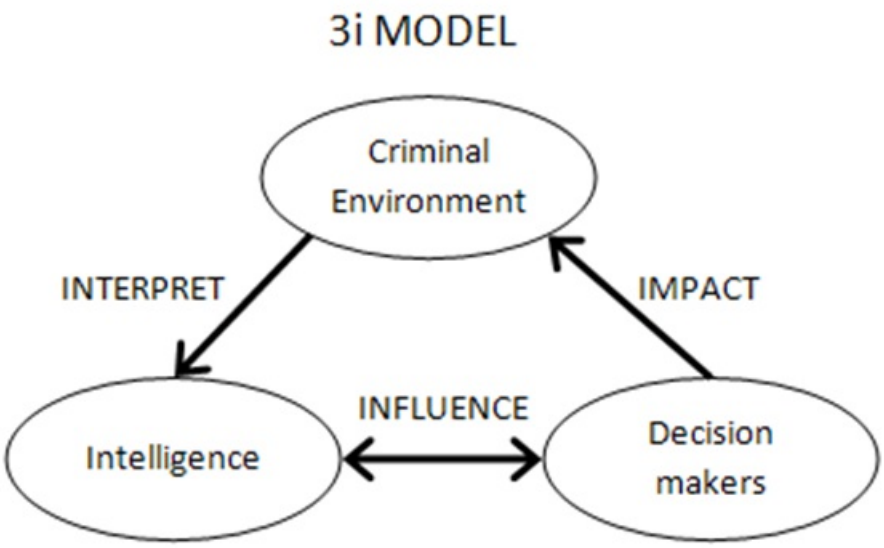
- the criminal environment
- intelligence
- decision makers.

Intelligence includes processes, products and people, and in the 3i Model 'intelligence' means all three.

These elements are linked by three processes:

- interpret
- influence
- impact.

The model provides a consistent, integrated and cohesive approach to reduce crime and victimisation. To be successful each part of the model must be operating effectively.



Interpreting the criminal environment

ntelligence needs accessible and reliable information to identify actual and perceived crime and road trauma problems. One of the key tenets of intelligence led policing is that every Police employee is a collector of intelligence. The onus is on the collector to record and advise the appropriate intelligence unit of any information relating to emerging crime including organised crime, and road trauma.

ntelligence uses information to develop intelligence products (documents) that identify patterns in crime or road trauma and practical ways to disrupt them. Identifying patterns and problems depends on in depth situational awareness.

ntelligence focuses on crime and road trauma problems that have the greatest impact on offending rates. These include hot locations (time and space), hot targets (victims and commodities), and hot offenders.

Influencing decision makers

Discussion between intelligence staff and decision makers about intelligence products is an essential part of the 3i model. Delivery of an intelligence product must be based on clear direction and priorities from decision makers, usually set in a tasking and coordination meeting.

The aim of the interactions is to ensure intelligence activities are focused on priorities, products are timely and useful, and suggested actions will have the desired effect.

Decision makers' impact

s decision makers, Police and appropriate partners respond to the identified crime or road trauma problem and take action in order to have an impact on the crime and road trauma environment. Effective use of well directed Police and partner activities are the actions taken to reduce crime and road trauma.

Version number: 6

Owner: Director: National Intelligence

Publication date: 06/03/2015

Last modified: 26/09/2017

Review date: 06/03/2017

Intelligence products

Table of Contents

Executive summary

Intelligence assessments (products) enable Police commanders to acquire an understanding of the criminal environment they have the responsibility for. In general, Intelligence assessments enable accurate and timely decision making and drive the tasking and coordination process.

Key, critical points for staff to note:

- Standardised intelligence product templates, loaded into the NZP Intelligence RIOD site, must be used.
- All intelligence assessments, unless there is sensitivity, must be created in the RIOD site and published to it.

Standardised intelligence product templates

A number of standardised intelligence product templates have been in use since 2007. These have been reviewed several times to ensure they remain relevant. The most recent review was conduct in 2015 and looks to provide templates that meet current requirements and are aligned with the 2015 Intelligence Roadmap.

The templates are designed to work with the Police mobility strategy, in that they can be disseminated to staff and decision makers in a broader range of methods to enable them to be read on mobility devices or accessed via RIOD.

Make-up of the product suite

The product suite has been designed to provide a small range of templates to meet the needs of clients at District and National level.

Template	Primary use
Intelligence Indicators	To indicate problems and trends at a strategic level requiring additional analysis
Intelligence Report	A tactical, Operation and Strategic template for decision making
Subject Profile	A comprehensive profile of an individual, location or commodity
VOLT	An assessment designed to identify deployment opportunities to short / medium term problems (two weekly or monthly)
FLINT	Information to front line staff
Daily assessment	Summarise activity in the previous 24 hours and identifies opportunity for immediate deployment

Intelligence Instructions

Since 2009 each product template has been supported by a set of guidelines. The new templates are more flexible for the analyst to determine what is required for the client, however they are accompanied by a clear set of Instructions that are designed to force analytical rigour within the assessment.

RIOD

All templates will be loaded into the NZP Intelligence RIOD site. Assessments must be created in the RIOD site to provide intelligence staff with visibility of assessments being undertaken by analysts. It will provide the National Manager: Intelligence visibility of all assessments being conducted across NZP.

RIOD will also provide a point of storage for the following:

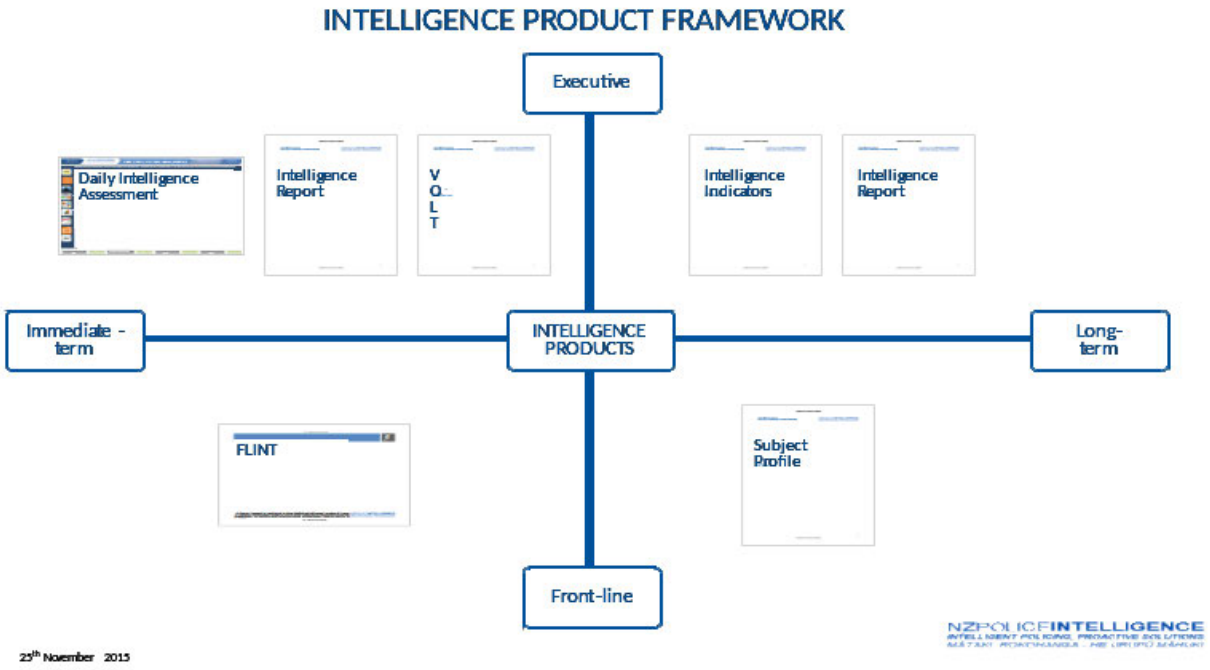
Storage	
Working folder Subject Profile	Storage of Word doc's for update. Intel access only.
Working folder	Storage of all draft Word assessments. Intel access only.
Published folder	Where completed assessments are published. All RIOD user access.

All assessments, unless there is sensitivity, must be created in the RIOD site and published to it. A set of RIOD user instructions is available here via the Systems Manager. Some assessments created for specific operations or exercises will be locked down to provide access only to specific users.

The RIOD process is consistent with that of a Joint Intelligence Group (JIG). It provides familiarity should a District need to activate a JIG in response to a threat or exercise.

Intelligence Framework

The Intelligence Product Framework diagram highlights the six assessments and their primary use and client. The Flint is an immediate term report primarily for communicating valuable information to front line staff. In contrast the Intelligence Report (IR) is designed to be flexible enough to provide analysis on a range of tactical, operational and strategic assessments. The primary client is a decision maker.

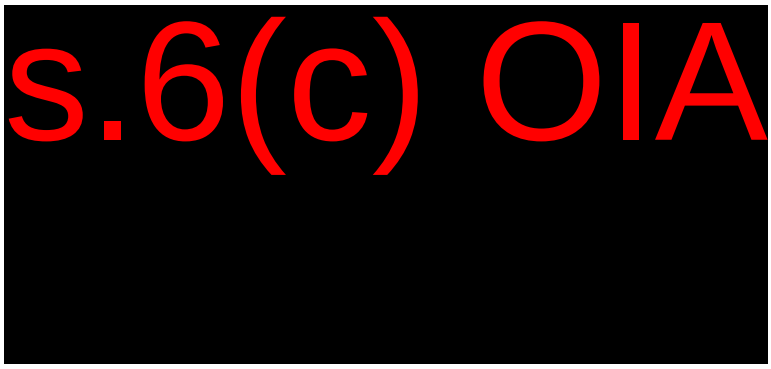


Intelligence Indicators

Intelligence Indicators is a short one paragraph first level assessment of an emerging trend or risk, often at the strategic level. At a District level the indicator may reflect Area deployment needs. It has replaced the Tactical Assessment, and is designed to give the decision maker an introductory understanding of an emerging or chronic problem.

The decision maker will then determine if the problem is one they require further information on or are likely to deploy to. If so, the Intelligence manager and the decision maker can agree to conduct a more detailed analytical assessment of the problem.

A range of indicators can be raised to decision makers at one time, however unlike the Tactical Assessment the Intelligence Indicators process is designed to raise a trend or problem at a time where the issue or problem is current. There is no requirement to wait for the monthly tasking and coordination meeting to raise an Intelligence Indicator.



An indicator will briefly describe the problem and its potential size or impact. It will also indicate the benefits deeper level analysis will provide.

Once tasked to undertake deeper analysis the Intelligence Report (INTREP) template should be used.

A detailed set of instructions are provided with the Intelligence Indicators process. The Instructions replace previous Tactical Assessment guidelines.

Intelligence Report (IR)

The Intelligence Report (IR), often referred to as the INTREP, is the primary document Intelligence uses to present findings of analysis and make recommendations relating to a Crime, Road Safety or Community Safety problem.

It is a product that can be requested by a decision maker or tasked by and Intelligence Manager. It is flexible to the needs of the particular analysis being conducted. For quick intelligence reports at a district level, the analyst may choose not to include several sections (e.g. Contents or Key Findings) of the template, but for more strategic analysis the analyst may include all sections and include an A3 summary as well. The template is designed so the client can read the Key Findings and Recommendations sections and gain a clear understanding of the problem. A set of instructions for the use of the INTREP template are to be followed.

The IR template can be used for a wide range of assessments including the following:

- the activities of an individual or group (criminal, traffic and community safety)
- an individual victim or trend in victimisation
- a problem with a specific location (crime trend in a specific geographical location)
- crime problem
- strategic or knowledge assessment
- road safety assessment
- problem profile
- any other intelligence requirement that can be tasked to.

When the activities of a person are required to be analysed, historic practices require a decision maker subject profile template to be used. This has changed and the IR template is now to be used. The primary reason for this is discussed in the Subject Profile section. The structure of the template allows for operational decisions to be made in respect of that individual as either an offender or a victim.

Subject Profile

The Subject Profile can be about an individual a location or a commodity. It will be the one Intelligence product to record information about a particular person, location or commodity. Each Profile will have an updated assessment section.

Example: An offender has a subject profile that covers a wide range of information about that person including victimisation, offending, and risk. If additional information suggests that person needs to be deployed to an IR template will be used to present an assessment of all new information in combination with existing information held in the Subject Profile. The IR is the taskable document that goes to the decision maker, however the analyst will then use this new analysis to update the offenders Subject profile. This will mean there could be numerous IR's relating to the activity of an individual, but there will only ever be one Subject Profile of that person.

All Subject Profiles, both District and National, will be stored in word format compartment in the NZP Intelligence RIOD site that is only visible to intelligence staff. All subject profiles will additionally be saved in pdf and stored in the NZP Intelligence RIOD library for general access by Police.

The subject profile must contain the most recent information about the person, location or commodity, and will have a short assessment that provides a quick snapshot of the risk.

VOLT

This assessment is one that is not mandatory but where used is designed to provide opportunity for decision makers to make deployment decisions to acute chronic crime problems. As opposed to the Daily assessment, it will consider Victims, Offenders, Locations and Trends that need to be impacted upon. E.g., a daily assessment will identify incidents that are occurring in a 24 hour period that are consistent with existing medium to long term crime problems previously identified in the VOLT.

FLINT

A FLINT product is a short 1 page information report that relates to a 'Person, Vehicle or Other topic' that is required to be communicated to front line staff for their awareness. Often FLINT's will convey staff safety risks, or relate to high risk/volume offenders that are required to be apprehended.

They are communicated to front line staff mobility devices via the District Command Centres.

Daily Assessment

The Daily assessment is an electronic product that is the result of a daily scanning process. It is designed to provide decision makers with tactical forward looking opportunities to impact on individuals (wanted people, increase victimisation) and locations that pose a risk if not deployed to. It may summarise occurrences occurring in acute or chronic problem locations that have been analysed in the VOLT. It is used in daily tasking meetings.

Version number: 3

Owner: Director: National Intelligence

Publication date: 08/03/2016

Last modified: 26/09/2017

Review date: 08/03/2018

Intelligence for investigations

Table of Contents

Executive summary

The I4I intelligence process is designed to support and inform investigations with the provision of timely, accurate and actionable intelligence products that are responsive to the needs of the investigation.

Key, critical points for staff to note:

- The use of analytical support from Intelligence is essential in the planning of any major, serious or organised criminal investigation.
- The District Manager Intelligence, in consultation with the District Manager Criminal Investigations or their delegates, will determine the staffing requirements and physical location of the Intelligence phase.
- In all time critical investigations (e.g. homicide, kidnapping etc), Intelligence staff must be capable of working to demanding timelines in a high pressure environment.

Overview

This section contains the following topics:

- Purpose
- Value
  - Intelligence as a phase
- Roles and responsibilities
  - Chain of command

The use of analytical support from Intelligence is essential in the planning of any major, serious or organised criminal investigation.

The 'Intelligence' chapter provides a common framework for agreed standards, rules, procedures and guidelines for Intelligence. This part of the chapter provides direction to the intelligence phase of major, serious and organised crime investigations, hereafter referred to as 'investigations'.

The District Manager Intelligence or delegate will consider requirements in consultation with the District Manager Criminal Investigations and allocate intelligence staff and resources at the earliest stage possible and throughout the investigation as appropriate. This will ensure intelligence products that are provided to investigations, are the result of appropriate and effective collection, collation, management and interpretation of information.

Purpose

The principle function of intelligence is to provide analysis to inform and influence decision makers, who in turn provide direction to the ongoing investigation process. Intelligence staff are important to this process and ensure decision makers at all levels are aware of facts, assessments and knowledge gaps.

The intelligence cycle is an ongoing process which ensures every new piece of information available to the investigation, is assessed with rigour to determine its significance or relevance to tdraw conclusions in order to influence decision makers.

Value

If the intelligence phase is implemented at an early stage of an investigation, then supported by analytical insight operational decisions can be made regarding intelligence gaps, target identification and the effective deployment of resources.

Intelligence can:

- Analyse information to inform decision makers of opportunities to maximise the use of existing or limited resources.
- Focus intelligence gathering through identifying intelligence gaps.
- Prioritise lines of enquiry.
- Provide a projection of likely future criminal activity.
- Assist in the disruption of further crime and incidents (criminal activity).
- Promote intelligence into mainstream policing.
- Identify associated offenders, offending, trends and new lines of enquiry.

Intelligence as a phase

Within investigations, Intelligence is a professional discipline in its own right. In order to perform effectively, Intelligence is subject to robust processes, with clearly defined functions and deliverables.

Roles and responsibilities

The investigations (I4I) processes are designed to enhance the structure and capability of the intelligence phases in investigations.

The Intelligence structure within investigations is made up of four key components as outlined in these detailed descriptions of each role:

- Collections.
- Support.
- Analysis.
- Supervision.

Chain of command

Intelligence staff form part of the investigation command structure, as illustrated in the investigation organisation chart.

Process

This section contains the following topics:

- General principle
- Initial scoping
- Terms of reference
- Establishment
- Timeframes
- Resources
- Accommodation
- Intelligence correspondence process
- Ongoing review

General principle

The function of intelligence is to inform the investigation through the provision of timely accurate actionable intelligence products that are responsive to the needs of the investigation.

Initial scoping

The District Manager Intelligence and District Manager Criminal Investigations, or delegates, will consult to determine the intelligence requirements including product delivery and resources. In respect of a reactive investigation, this should take place at the commencement of the operation. Where a proactive investigation is contemplated, this consultation should form an integral aspect of initial operational planning.

Terms of reference

The purpose of the terms of reference is to ensure clear focus and direction of the intelligence role are set and understood by all parties.

The scope and parameters of the intelligence phase should be clearly laid out and agreed between the District Manager Intelligence and District Manager Criminal Investigations or their delegates. Terms of reference will be documented, and should consider the following:

- Situation.
- Aims and Objectives.
- Strategic Purpose.
- Staffing commitment and composition.
- Product types.
- Timeframes.
- Resources.
- Reporting lines.
- Information flows / access to information.
- Geographic Location.
- Technical requirements.
- Matters out of scope.
- Review of intelligence involvement (value, time spent, product quality etc).
- Financial implications (e.g. travel, accommodation, TOIL or overtime).
- Work outside of the investigation, that intelligence staff need to complete.

Establishment

The District Manager Intelligence, in consultation with the District Manager Criminal Investigations or their delegates, will determine the staffing requirements and physical location of the Intelligence phase. It should be agreed that selected staff will be included as part of the wider investigation team, for the entire duration of the intelligence phase. Intelligence staff

must contribute to decision making processes and briefings.

Timeframes

The District Manager Intelligence will negotiate product delivery timeframes to suit operational requirements and where practicable, align them with the timing of operational briefings.

An agreed review of overall intelligence staffing will be undertaken periodically to ensure it continues to meet investigation requirements.

Ongoing products such as timelines and network analysis will be updated as required to support the operation.

Resources

Specific hardware and software requirements will be determined by the District Manager Intelligence and District Manager Criminal Investigations, or their delegates. This will depend upon the agreed product requirements and analytical capability provided and will include an analyst computer(s), printer(s) and access to plotter(s).

Accommodation

Where possible the intelligence phase should be co located with the Operational Headquarters.

Consideration, in consultation with the DMI should be given to locating the intelligence phase within a police station to allow easy access to the required resources, security and communication platforms.

In the event the intelligence phase and Operation Headquarters is required to be located remotely from Police premises, there will be a need to engage ICT at an early stage, to deploy national resources and equipment to support the operation.

Intelligence correspondence process

All intelligence documents will be managed following appropriate security handling procedures (see PDF below) and the Serious Crime Document Management System contained in the Serious Crime Template.

SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

To ensure that operational integrity is maintained, any intelligence product will be reviewed by the Intelligence supervisor, prior to its release outside the intelligence phase. Quality assurance must be completed prior to document release.

Intelligence product will be completed within agreed timeframes and where necessary aligned to briefing times to allow discussion or presentation as part of briefings.

All completed intelligence products will be saved in version format and introduced into the investigation file management system.

At all times throughout the development of intelligence product consideration must be given to ensuring that the content and analysis meets the evidential standard for court use. Source documents should also be available evidentially.

Ongoing review

The District Manager Intelligence and District Manager Criminal Investigations, or their delegates, will regularly review the Intelligence phase to ensure it continues to meet the investigation requirements. This will include but not be limited to:

- Staffing.
- Product.
- Delivery times.
- Dissemination.
- Quality.
- Security.
- Accommodation.

- Welfare.

At the conclusion of the operation the intelligence phase should be reviewed to again reflect upon the above. At this time there will be a review of all information to ensure it is appropriately managed into Police data bases.

People

This section contains the following topics:

- Principles
- Structure
- Supervisor
- Analyst (Lead, Senior or Analyst)
- Intelligence Support Officer (ISO)
- Collections (FIO/IO)
- Mentors

Principles

Principles and processes outlined in the 'Intelligence' chapter of the Police Manual must be followed at all times. In particular, these points must be observed:

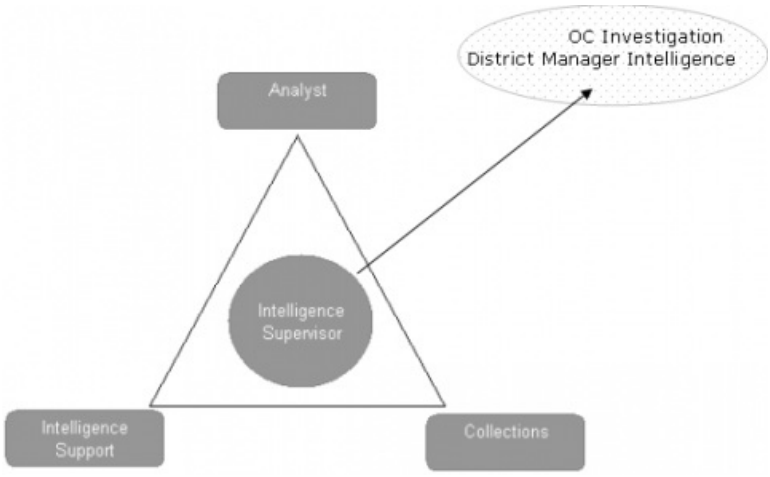
- The intelligence phase of an investigation will be staffed by competent intelligence staff, to ensure credibility and integrity.
- To ensure that Intelligence staff provide meaningful and timely product they must:
  - be engaged at the earliest stage of the investigation
  - have full and timely access to all appropriate / relevant information sources.
- Intelligence staff will be supported by a mentor, where they do not have contextual experience of working within major investigations.
- In all time critical investigations (e.g. homicide, kidnapping etc), Intelligence staff must be capable of working to demanding timelines in a high pressure environment.
- Intelligence supervisors should consider support and be guided by the investigation if two shifts are operating it may be appropriate to roster analytical support to ensure sufficient coverage.
- The Intelligence Supervisor will consider the welfare of Intelligence staff, particularly regarding their exposure to potentially distressing evidential material. Appropriate support measures will be provided.
- It is not the role of Intelligence staff to undertake data entry.

Note: Where required by the specific characteristics of an investigation, consideration should be given to ensuring appropriate security clearance for intelligence staff.

Structure

The intelligence structure in investigations is made up of four key components namely; collections, support, analysis and supervision.

This structure ensures that the required functions are undertaken by appropriately trained Intelligence staff:



Supervisor

Function

The District Manager Intelligence and/or Intelligence Supervisor will be the initial contact for the District Manager Criminal Investigations or OC Investigation to facilitate the tasking of Intelligence staff. The District Manager Intelligence / Intelligence Supervisor in conjunction with the analyst will negotiate the terms of reference. The Intelligence Supervisor, or 2IC in their absence, will quality assure all intelligence products and processes. The Intelligence Supervisor will also periodically undertake a review of intelligence staffing to ensure it continues to meet investigation requirements. For further details, refer to the Intelligence Supervisor position description.

Pre requisites

Supervisors must have contextual understanding of the requirements of investigations.

Skills and knowledge

Supervisors must:

- Understand the contextual setting of major, serious and organised crime investigations and relevant legislative and evidential requirements.
- Be competent in managing information in accordance with the Serious Crime. Document Management System contained in the Serious Crime Template and Security Handling Guidelines document (see below)

SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

- Be required to have professional knowledge or the ability to ensure analysts and the investigation team receive the necessary support and advice from experienced intelligence practitioners.
- Have current knowledge of court procedure and processes.

Analyst (Lead, Senior or Analyst)

Function

An Analyst is responsible for evaluating and interpreting all material forming part of the investigation, together with any other pertinent material, with a view to assisting the OC Investigation in structured decision making processes. This includes critical thinking, identifying information gaps as well as developing hypotheses, further potential lines of inquiry and potential intelligence products. For further details, refer to the Intelligence Analyst position description.

Pre requisites

Analysts must have successfully completed the following:

- Analysts must be qualified as required by the PDIP.
- Intelligence for Investigations course (I4I).
- Crime Scene Investigation, Conduct Investigation, and Preparing for Prosecution training courses, available from the Te Puna electronic Learning Management System (LMS).

Analysts must also be able to apply or source specialist analytical techniques, such as: behavioural or geographical profiling and comparative case analysis.

Skills and knowledge

Analysts must:

- understand the contextual setting of major, serious and organised crime investigation and relevant legislative and evidential requirements
- be competent in managing information in accordance with Serious Crime Document Management System contained in the Serious Crime Template and security handling guidelines PDF:

SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

- be able to identify to the investigation team alternative theories /intelligence gaps

- be competent in utilising relevant technical software; for example i2, SCIIP, goAML, NIA, Infolog RIOD and Business Objects / SAS Visual Analytics.
- be competent in the manipulation and presentation of telecommunications data and remain knowledgeable with current practices.
- understand the procedure for giving evidence in a criminal court.

Intelligence Support Officer (ISO)

Function

The ISO is responsible for the collation of information; researching and retrieving information and material in support of the investigation. The ISO will also prepare data in a format suitable for analysis; for example timelines, association charts and telecommunications data. The ISO role is to conduct first line or descriptive analysis of data holdings to assist with identifying patterns and trends for analysis and identify information gaps. Support Analysts and Collection staff in the preperation of intelligence products.

Pre requisites

- Intelligence Support Officers (ISO) must have completed and passed the Intelligence Support Course and any other relevant training or qualification (including Preparing for Prosecution course available on the Te Puna e learning site); and
- ISOs must have appropriate research skills.

Skills and knowledge

Intelligence Support Officers must:

- Understand the contextual setting of major, serious and organised crime investigation, relevant legislative and evidential requirements.
- Be competent in managing information in accordance with Serious Crime Document Management System contained in the Serious Crime Template and security handling guidelines PDF:

  SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

- Be competent in utilising relevant technical software; for example i2, NIA and Business Objects / SAS Visual Analytics.
- Be competent in the interrogation and presentation of telecommunications data and remain knowledgeable with current practices; and
- Have current knowledge of court procedure and processes.

Collections (FIO/IO)

The Field Intelligence Officer (FIO), Intelligence Officer (IO) may be tasked with gathering information required by the Intelligence phase.

Pre requisites

Must have completed the Intelligence Collections Course.

Skills and knowledge

All Intelligence Collections staff must:

- Understand the contextual setting of major, serious and organised crime investigation, relevant legislative and evidential requirements.
- Be competent in managing information in accordance with Serious Crime Document Management System contained in the Serious Crime Template and security handling guidelines PDF:

  SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

- Be competent in utilising relevant technical software; for example CID and NIA.
- Be able to provide professional advice to the investigation team.

- Be able to provide professional briefings.
- Have current knowledge of court procedure and processes.

Mentors

In addition to having all the skills of an analyst, mentors must also have advanced operational experience of I4I.

Mentors are essential where an intelligence staff member is inexperienced in the use of various analytical tools or require guidance as to how the intelligence role contributes to investigations.

Mentors should be considered for all I4I settings assisting with the peer review of documentation and products, and providing objective opinion and feedback to ensure the course taken by the Analyst is appropriate.

Initial phase

This section contains the following topics:

- Ongoing intelligence process
- Post investigation

The District Manager Intelligence (DMI)/ Intelligence Supervisor is responsible for agreeing the Terms of Reference with the District Manager Criminal Investigations (or their delegate) and for developing the Intelligence Plan.

Ongoing intelligence process

This table summarises the positional functions and responsibilities previously described.

Activity	Supervisor	Analyst	ISO
Maintain a record of actions, thought processes and decisions from the commencement of the investigation.	✓	✓	✓
Attend briefings and management meetings presenting analysis as appropriate.	✓	✓	✓
Ensure all relevant documents are read and analysed.		✓	
Identify gaps and inconsistencies within information.	✓	✓	✓
Prepare visual aids to illustrate factual material in a readily understandable format (for example Timelines and Association Charts).		✓	✓
Chart the charts mind map the charts produced.		✓	✓
Develop and evaluate hypotheses.		✓	
Prepare document research summaries.			✓
Outputs (product dissemination).	✓		
Quality assure intelligence products.	✓		
Support the requirements of the analyst.	✓		✓
At all times is aware of the current intelligence requirements of the investigation.	✓	✓	✓
At all times is aware of the current intelligence requirements external of investigation.	✓	✓	✓
Maintain close working liaison with investigative and Intelligence staff.	✓	✓	✓
Assist the OC Investigation in structured decision making processes by providing recommendations.	✓	✓	
Maintain a dynamic workload and work flexibly to provide analytical support to (potentially) a number of major incidents at any one time.	✓	✓	✓
Assist in the preparation of interview schedules, and monitor the interview to identify inconsistencies and potential lines of questioning.		✓	
Prepare intelligence products for the prosecution phase.	✓	✓	✓
Attend court to give evidence, analyse witness and defendant testimonies and identify potential inconsistencies.		✓	

Post investigation

Activity	Supervisor	Analyst	ISO
Analysis of court testimonies identify inconsistencies and lines of enquiries.		✓	
Review investigation of case information for further investigative opportunities.		✓	
Review investigation of case information for intelligence dissemination into NIA.	✓	✓	✓

Products

This section contains the following topics:

- General principles
- Charting and intelligence products
  - Sequence of events and timeline charts
  - Network analysis
  - Comparative case analysis
  - Commodity flow chart
  - Telecommunications analysis
  - Mapping
  - Subject profile
  - Criminal business profile
  - Information report
  - Intelligence report
- Security of product
  - Classifications
  - Physical storage, transmission and destruction of Intelligence products and charts

General principles

The role of intelligence staff should not be underestimated in an investigation. Intelligence products can often prove fundamental to successful operational decision making.

Intelligence products frequently provide a rationale for decision making throughout the investigation, prosecution and review stages. The use of intelligence in investigations can enhance focus, increase effectiveness and contribute to successful resolution.

The two main stages in which intelligence staff produce intelligence products are in:

- The intelligence phase where the initial collection of information is at its highest intensity identifying evidence of potential offending; and
- The preparation of evidential material such as call data analysis, and i2 charting to assist the prosecution which is usually based on the material that has been produced by an analyst during course of the investigation.

Charting and intelligence products

Charting is one of the basic tools intelligence staff use to produce intelligence products. It is supported by purpose designed software, for example; i2.

Charts and intelligence products assist investigations and the analysis of complex material. They can take a variety of formats:

- Sequence of Events and Timelines Charts.
- Network Analysis.
- Comparative Case Analysis.
- Commodity Flow Chart.
- Telecommunications Analysis.
- Mapping.
- Subject Profile.
- Criminal Business Profile.
- Information Report.
- Intelligence Report.
- Briefing.

Sequence of events and timeline charts

A timeline or sequence of events chart portrays the chronology of events based around themes which can include people, vehicles, groups, addresses, telephones, and general non specific types of events (e.g. suspicious sightings).

Network analysis

Provides understanding of the nature and significance of the links between people who form criminal networks, or organisations that interrelate, together with the strengths and weaknesses of the criminal groups or organisations. An Association Chart is a product of network analysis.

Comparative case analysis

Comparative case analysis is a matrix that compares similarities and differences between elements of crimes or incidents. Comparative case charts will assist with highlighting intelligence gaps and areas for further investigation.

Commodity flow chart

Commodity flow summarises the flow of commodity types, e.g. drugs, property, money or people. These are then plotted against other criteria such as months, weeks, days or stock flow.

Telecommunications analysis

Analysis of telecommunications data assists with understanding people, movements, associations and conversations.

Mapping

The use of mapping assists with understanding the geographical lay out of a scene, possible routes used by offenders, and the proximity of key locations or events.

Subject profile

The primary objective of a subject profile is to provide a brief overview of an identified individual, for example a victim, person of interest, associates or a group who are the focus of an investigation.

Criminal business profile

Provides an oversight of either a legitimate or illegitimate business operation/structure or how specific persons of interest interact within that organisation/structure/group.

Information report

Information reports contain information that has not yet been subject to validation through the process of analysis and is used to develop further enquiries.

Intelligence report

Intelligence reports contain information with value added by analysis, transforming it into intelligence. They are produced as and when required and provide concise, timely and relevant intelligence on people, places, events or items.

Security of product

Classifications

All documents should have the relevant security classifications according to the New Zealand Government guidelines for protection of official information, contained in the Guide to Government Protective Marking Systems and Handling Procedures for Protectively Marked Material (PDF):

SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

All ongoing intelligence products and charts will be updated regularly and saved as version specific. Documents should contain a title, date produced, version number, author's details and the folder location where the document is stored. The product must clearly identify whether it is intended for evidential or intelligence purposes.

Physical storage, transmission and destruction of Intelligence products and charts

All documents should be stored, transmitted and destroyed according to security handling procedures (PDF) for Protecting Official Information:

SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf **67.54 KB**

Electronic documents should be stored and transmitted in accordance with their protective marking, and access restricted as appropriate. This also applies to documents displayed on walls and paper material, in addition to electronically stored documents. Liaison with the District Manager Intelligence is advised to determine the most appropriate method of achieving this.

Intelligence phase - Aide Memoir

Responsible	Action
2 IC & OC Investigation	Ensure Intelligence staff have full, timely access to all information sources.
DMI & DMCI or their delegates	Consult to determine the location and requirements of the intelligence phase, including product requirements, timescales and resources such as specific hardware and software requirements.
DMI & DMCI or their delegates	At agreed times, review the Intelligence phase to ensure it continues to meet the investigation requirements.
DMI & DMCI, Analysts or their delegates	Negotiate to determine the terms of reference for the Intelligence phase, to ensure clear focus and direction are set and understood by all parties.
DMI / DMCI	Periodically undertake a review of intelligence staffing to ensure it continues to meet investigation requirements.
DMI & DMCI	Wherever possible, ensure consistency of intelligence staffing for the duration of the operation.
DMI	Consider the welfare of Intelligence staff and where necessary, arrange appropriate support measures.
DMI	Appoint sufficient appropriately trained Intelligence staff to competently fulfil the intelligence roles.
DMI	Facilitate the appointment of a mentor to support Intelligence staff, where they lack experience of working in major investigations.
DMI /Intel Supervisor	In consultation with the 2 IC, arrange appropriate hardware and software resources (via ICT, where appropriate).
DMI or delegate	Document the terms of reference and ensure these are agreed between the District Manager Criminal Investigations and the District Manager Intelligence, or their delegates.
DMI or delegate	Negotiate product delivery timeframes to suit operational requirements and where practicable, align them with the timing of operational briefings.
Intel Supervisor or 2IC in their absence	Provide quality assurance of all intelligence products prior to them being released outside the Intelligence phase.
Analyst / Intel Supervisor	Ensure all intelligence documents are managed following security handling procedures (PDF bellow) and the Serious Crime Document Management System contained in the Serious Crime Template. SAG_C ass f ed_Doc_protect on_standards_and_def n t ons.pdf 67.54 KB
Analyst / Intel Supervisor	Ensure all information received by Intelligence follows agreed delivery processes and format standards (e.g. electronic and/or hard copy).

Analyst / Intel Supervisor	Where relevant, ensure the content and analysis of intelligence products meets the evidential standard for court use.
Intel Supervisor	Review all intelligence products and processes.
Analyst	Save all completed intelligence products in version format and introduce them into the investigation file management system.
Analyst	Evaluate and interpret all material forming part of the investigation and any other pertinent material, with a view to assisting the OC Investigation in structured decision making processes. Apply critical thinking, identify information gaps and develop hypothesis, further potential lines of inquiry and intelligence products.
Analyst & ISO	Manipulate and present telecommunications data within the principles of Telephone Investigation Guidelines.
ISO	Collate information; research and retrieve information and material in support of the investigation.
ISO	Prepare data in a format suitable for analysis, for example timelines, association charts and telecommunications data.
FIO / IO	Gather information required by the intelligence phase.

Glossary

Term	Definition
NIC	National Intelligence Centre
I4I	Intelligence for Investigations
DMI	District Manager Intelligence
ISO	Intelligence Support Officer
IO	Intelligence Officer
FIO	Field Intelligence Officer
DMCI	District Manager Criminal Investigations

Version number: 3

Owner: Director: National Intelligence

Publication date: 08/03/2016

Last modified: 26/09/2017

Review date: 08/03/2018

Intelligence categories

Table of Contents

Principles of intelligence

These are 12 recognised principles around intelligence.

Accessibility	Intelligence products should be available to those who need to know.
All source approach	In order to gain a wider picture of any issue and to provide a degree of independent verification, numerous sources of varying types should be employed to collect information. A single source approach increases the chances of compromise and poor analysis.
Balance	A balanced approach occurs when intelligence resources are appropriately aligned to directed targets and priorities. An example of a lack of balance is when all of the intelligence resources and staff focus on one issue when there are a lack of Police staff or partners to action the responses.
Centralised control	Intelligence processes are coordinated from the National Intelligence Centre (at PNHQ) and are implemented with a view to: • avoiding duplication of effort or gaps • providing mutual support between districts and service centres • ensuring information security • providing consistency in intelligence, products, processes and resources.
Continuous improvement	Intelligence people, processes and products must evolve and strive to continuously improve the way business is done. These improvements must then be effectively communicated throughout the Police intelligence community.
Objectivity	Information must be processed impartially and without bias. Intelligence staff should remain objective and resist pre conceived or pre determined outcomes.
Planning	The intelligence effort must be planned, in conjunction with consumers, to keep the analytical and decision making process moving and maintain momentum.
Responsiveness	At all times, intelligence staff must clearly understand who their client is, what they do, what knowledge they need from intelligence to do it, and how/when they need that knowledge delivered. Intelligence must be responsive to its consumers at all times. Intelligence effort should be efficient and focused on particular requirements and need.
Source protection	Where sources are sensitive they must be adequately protected in order to keep the identity (individual or collective) concealed from anyone not authorised to know it.
Systematic utilisation	Internal and external sources and agencies (SANDA) must be systematically and methodically tasked to collect specific information. This requires a thorough knowledge of the strengths and weaknesses of SANDA to enable continuous effective collection.
Timeliness	All parts of the intelligence cycle must be executed in a timely fashion in order to ensure product arrives in time for decision makers and staff.
User awareness	Intelligence staff must become champions for intelligence, ensuring the intelligence function operates effectively and credibly. Decision makers must understand their role in directing the intelligence effort and subsequently acting on an intelligence product.

Levels of intelligence

New Zealand Police recognises the following three levels of intelligence (described by Jerry Ratcliffe).

Strategic intelligence	Strategic intelligence is directed to the achievement of long term organisational objectives. It aims to provide insight or understanding, and makes a contribution to broad strategies, policies and resources. Strategic intelligence is used to influence operations and planning, long term resource decisions, cross government crime prevention, legislative demands, national and international cooperation, and national liaison.
Operational intelligence	Operational intelligence supports Area and District Commanders in planning crime and road trauma reduction activities and deploying local resources to achieve operational objectives. Operational intelligence is used against hotspots, joint operations, crime prevention campaigns, forming of specialised squads, resource allocation and local prioritisation.
Tactical intelligence	Tactical intelligence supports front line areas, investigations and other operational areas in taking specific action to achieve enforcement objectives. Tactical intelligence is used to facilitate arrests, surveillance operations, targeting, evidence gathering, problem oriented policing and disruption of the immediate criminal environment.

Distinguishing between tactical and strategic intelligence

Tactical intelligence contributes directly to the success of specific actions. Strategic intelligence deals with "big picture" ssues, such as planning and staff allocation. Tactical intelligence directs immediate action, whereas strategic intelligence explores long term, large scope solutions.

Real Time Intelligence

Real time intelligence supports daily tactical and operational decision making. It provides situational awareness and maximises input from a wide range of collection platforms and sources.

Real time intelligence is characterised by rapid processing of information into intelligence. Technology drives the processing and dissemination of real time intelligence. The role of Intelligence staff is to extract meaningful and actionable insights for decision makers with urgency.

Version number: 3

Owner: Director: National Intelligence

Publication date: 06/03/2015

Last modified: 26/09/2017

Review date: 06/03/2017

Printed on : 01/04/2021

Printed from : https://tenone.police.govt.nz/pi/intelligence_categories

Evaluating the effectiveness of intelligence

Table of Contents

Reasons for evaluating

It is good business sense to know how you contribute to the effectiveness of the organisation you support, and to be prepared to cite specific examples when the inevitable challenges come to your value to the organisation.

Decision makers may be interested in:

- What results have we had because of these products?
- Could I have got these results elsewhere or without the help of intelligence?
- Would these resources (intelligence staff) be better used elsewhere?
- What would happen to crime, fear of crime and road trauma if I don't have this service?

Without a robust programme of evaluation to refer to, intelligence staff can have a difficult time answering these kinds of questions.

Benefits of evaluation

Periodic evaluations tend to demonstrate whether or not the function is meeting its stated objectives. They also assist in developing future plans based upon the documented past.

Formal evaluation

In order to treat evaluation of the intelligence operation in the most comprehensive manner possible, this may require the use of the formal approach. This approach calls for the greatest amount of time and supervisory commitment. It means setting in place reporting and collecting procedures, training personnel in their compilation, review, analysis, and then using the resulting information in the management of the intelligence function.

The formal approach tends to work best when both management and staff are committed to gathering the available information and then doing something with the results. The formal system may be somewhat cumbersome for a very small intelligence operation. The small intelligence unit may be better served with the following informal approach but should still consider aspects of the formal approach.

There are three types of formal evaluations.

Formative evaluation

Formative evaluation is typically conducted during the development or improvement of a programme or product and it is often conducted more than once. This distinguishes it from summative evaluation which occurs once at the end of a process or product. Formative evaluation is a useful tool when new processes are being learned and embedded as it catches problems early when there is time to fix them and embed good practice ahead of bad habits.

Process evaluation

Process evaluation focuses on how a programme is implemented and operates. It identifies the procedures undertaken and the decisions made in developing the programme. It describes how the programme operates, the services it delivers, and the functions it carries out. Like monitoring evaluation, process evaluation addresses whether the programme is being implemented and is providing services as intended. However, by additionally documenting the programme's development and operation, it allows an assessment of the reasons for successful or unsuccessful performance, and provides information for potential replication.

Outcome evaluation

Outcome evaluations investigate whether the program service achieved the results it set out to accomplish.

Informal evaluation

An informal evaluation is less structured than formal evaluations, but must be focused enough to capture needed information and present a true picture. It doesn't rely on rigid collection forms and time frames for success. Rather, to be successful, it only uses stated objectives, an accounting of end results, and an inspection of the file system.

As a start, this suggestion calls for the development of several written objectives by the area or district commander, and the intelligence staff. In each of the objective statements, the intelligence staff promises to provide certain results in set numbers, and by certain dates. When the staff member meets a stated objective, it is considered a job completed in a satisfactory manner. When the objective is exceeded, it is a job well done.

It is important to remember that all objectives must be quantifiable. However, the decision maker must be reasonable with the expectations to ensure that quantity does not over shadow quality.

A log might be maintained during the year documenting the production of end products together with titles, dates, and the resulting use; and by others in the wider New Zealand Government intelligence community. Some of the end products include:

- briefings made
- reports written

- training delivered
- special compositions for task force use
- and others.

Some of this accounting is written down when work starts and concludes. Other accounting is acquired by calling recipients who benefited from the work, and inquiring about how the end products were used.

Brief evaluation of an intelligence unit

Management questions to ask the intelligence staff

1. What is the status of the unit/file guidelines?

- Do we have guidelines?
- Are they problem free?
- When were they last updated?

2. Is the Unit staying within the guidelines?

- Crime targeting, road trauma targeting or safety targeting.
- Filing, indexing, purging, destruction.
- Retention periods and audit trails.
- Appropriate dissemination.

3. Is the unit staying within the approved mission?

- Is it assuming work beyond the authorised crime areas (why?)
- Should we add or delete authorised crime areas?

4. Is unit training needed?

- Resource development, report writing, new law.
- Analytical techniques, internal procedures.
- Charting and computer techniques.

Operational questions to ask the intelligence staff

1. What is the status of the unit's objectives?

- Ahead or behind schedule?
- Acceptable results?
- Should new objectives be set?

2. Is the unit producing analytical products?

- Are they only a collection unit?
- Is the unit producing useful conclusions?

3. Does the unit provide the decision maker with recommendations?

- Are they most often correct?
- Does the decision maker hear about them in time to react?
- Does the decision maker accept or reject them?

4. Does the unit comprehend ethics?

- Is the unit sensitive to the needs of the people?
- Is the unit aware of "privacy" requirements?

5. What are the intelligence unit's end products?

- Are they proactive by design?
- Do they relate to crime and road trauma reduction and increasing community safety?
- Do they assist the decision maker in their decision making?

Questions to ask partner agencies

1. Is the unit meeting partner agencies expectations? Is the required intelligence supplied:

- on schedule?
- problem free i.e. of good quality?
- providing the required information?

Measurements

Most agencies want quantitative measurements of work to be reflected in an evaluation. In the intelligence unit, the inquiries and responses to them can be counted. The number of intelligence products completed can be counted. The varied types of collection completed can be quantified. Briefings given can be counted.

It should not be forgotten that the intelligence unit captures, analyses, and disseminates information that can support investigations, problem solving, arrests, and prosecutions. Therefore the unit can be evaluated on its own work as well as its support of other functions within Police.

Version number: 3

Owner: Director: National Intelligence

Publication date: 16/03/2016

Last modified: 26/09/2017

Review date: 16/03/2018

Printed on : 01/04/2021

Printed from : https://tenone.police.govt.nz/pi/evaluating_effectiveness_intelligence

Decision-making and planning

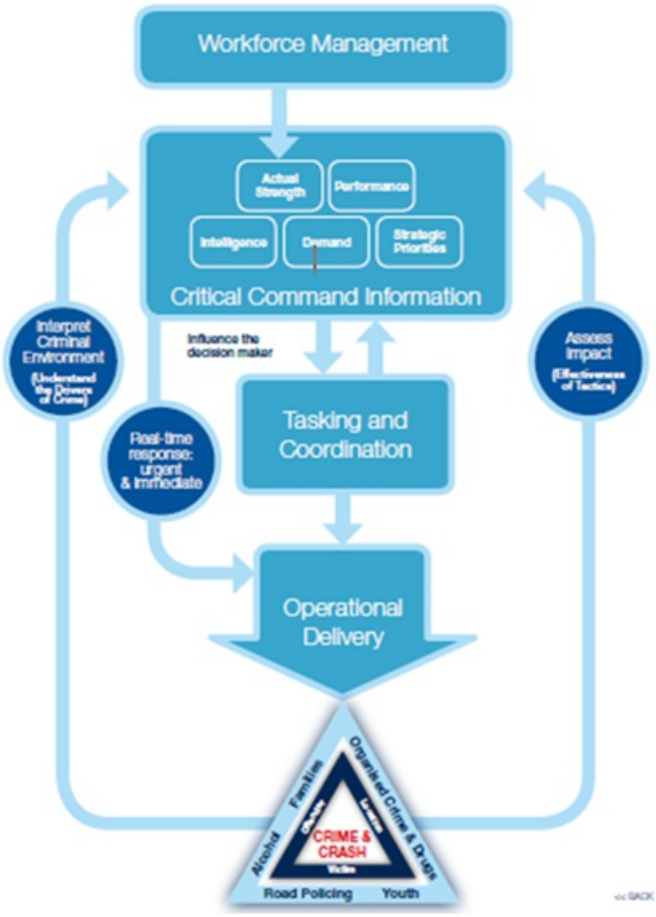
Table of Contents

The use of intelligence in planning

See: The New Zealand Police Deployment Model.

Dep oyment Mode PDF.pdf 905.23 KB

Prevention First and the Deployment Model



The New Zealand Police Deployment Model

Tactical and Operational Decision-Making

To achieve New Zealand Police organisational objectives and mission, decision makers are required to deploy resources to focus on the crime and crash environment. This requires a nationally consistent approach. The New Zealand Police Deployment Model is a critical strand of the Prevention First National Operating Strategy and guides us in ensuring the right people are at the right place, at the right time, to achieve the right result.

Intelligence forms a specific component of Critical Command Information and is an important enabler for effective deployment. It is used to inform and drive the deployment of operational resources, enable understanding of the criminal environment and facilitate evidence based action, particularly in respect of priority and repeat victims, offenders and locations.

Intelligence effort and product must be synchronised with the other components of critical command information in order to satisfy the requirements of decision makers, and must be disseminated in time to influence the decisions they are intended to support. Each Police district has a District Command Centre, responsible for the intelligence informed, command led implementation of round the clock deployment within districts. The DCC provides the Deployment Manager with a real time, big picture overview of how best to deploy resources to beat demand and prevent crime happening throughout the district. DCCs enable every District Commander to better understand their district demand and resources,

and how to appropriately deploy staff to achieve strategic outcomes.

Intelligence and Strategic Decision-Making

> [In 2004], I wrote, at no time in history is law enforcement more in need of strategic direction. The rapid changes in the criminal environment over recent years have taken many in law enforcement by surprise. Transnational crime has become more transnational, organised criminals have become more organised, and the ever expanding role of law enforcement to combat a broader array of ills has not been matched with a corresponding expansion in resources. If anything the situation since 2004 appears to have exacerbated. To be effective, law enforcement is now required to predict into the short and long term, anticipate the behaviour of organised crime groups, think strategically and be judicious with resource allocation...
>
> Dr Jerry Ratcliffe
> Strategic Thinking in Criminal Intelligence,
> 2nd Ed., 2009.

Strategic intelligence supports decision making and planning at the macro level. It is long term and big picture. Strategic intelligence supports strategy and policy formation and resource acquisition decisions as opposed to daily deployment. Intelligence analysis at the strategic level follows the same intelligence cycle or model as at tactical and operational levels (both the NZ Police Intelligence Cycle and the 3 i model can be applied). Strategic intelligence is characterised by exploratory (or explanatory) and futures analysis. Threat and risk assessment are also critical components of strategic intelligence. Effective strategic intelligence considers emerging trends and risks to the community and the organisation out to three to five years. Beyond this, the ability to systematically and justifiably consider developments becomes very difficult.

Strategic intelligence is vital to credible strategic planning and policy direction, and to providing a robust framework for intelligence and decision making at tactical and operational levels. None can exist for long in the absence of the others.

Version number: 3

Owner: Director: National Intelligence

Publication date: 06/03/2015

Last modified: 26/09/2017

Review date: 06/03/2017

Collection management

Table of Contents

Introduction

All New Zealand Police staff are potentially collectors or sources of information for intelligence purposes.

Collection is the second stage of the Intelligence Cycle. Collection is defined as 'the directed, focused gathering of nformation to meet intelligence requirements.'[1]

Systematic, planned and coordinated collection is central to sound intelligence processes and effective decision making.

Utilisation of systematic collection management techniques maximise the chance of sound analysis by ensuring ntelligence requirements and gaps are addressed and reviewed throughout the intelligence cycle.

New Zealand Police must collect information ethically, legally and for a purpose. Collection activities must be guided in accordance with the Privacy Act 2020 and other relevant legislation and Police instructions. As far as possible, information should be collected once and used many times.

t district level, Collections processes should be coordinated by the Intelligence Collection Coordinator and undertaken by Field Intelligence Officers. The following documents outline the principles and processes that underpin collections activities in Police.

Intelligence Collections National Framework and Guidelines

The Intelligence Collections National Framework and Guidelines (below) was released in September 2019. It outlines the collections process for New Zealand Police Intelligence and provides additional detail on collections definitions, structure, roles and processes.

nte gence Co ect ons Nat ona Framework v1 - 20/01/2021 **269.12 KB**

Note: If you need to confirm this is the latest version of the National Framework, please contact the National Intelligence Centre (NIC)

[1] Agreed at Collection Workshop in February 2012 (Intelligence Collections Framework, November 2013)

Version number: 2

Owner: Director: National Intelligence

Publication date: 06/03/2015

Last modified: 20/01/2021

Review date: 06/03/2017

Printed on : 01/04/2021

Printed from : https://tenone.police.govt.nz/pi/collection_management