

Transforming Intelligence 2021

Programme Plan

Version Control

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30 May 2019	2.3		Update infographics, minor amendments
5 June 2019	2.4		Reviewed by s.9(2)(a), minor amendments

Approved by

The following people have approved the plan:

Name	Date	Signature
Ti21 Steering Committee	10 June 2019	

Introduction

Background

New Zealand Police (NZP) Intelligence has an excellent reputation for its quality service delivery and high standard of professionalism. The National Operating Model for NZP Intelligence was deployed over 10 years ago, and established the fundamental operating structures and underpinning frameworks that remain critical to the foundations of the Intelligence function today.

NZP Intelligence is a key contributor to supporting NZP's mission of being the safest country, through delivering quality, relevant, and timely Intelligence products to optimise decision making across Our Business to achieve the targets. Intelligence is a key contributor to the Critical Command Information (CCI) Strategy which supports the deployment model.

Over the last ten years a number of Intelligence functions, roles, and structures have changed in response to changing threat landscapes and shifting priorities. While Intelligence has continued to evolve and adapt, there are aspects of the current operating model which have not kept pace with change and are now no longer fit for purpose.

In 2017, Tāmaki Makaurau undertook an Intelligence review to ensure Intelligence was aligned and equipped to deliver to the Tāmaki Makaurau transformation programme, the preferred model included centralised functional units within Area Intelligence Units. This review is a foundational element to the Transforming Intelligence 2021 (Ti21) programme and will act as a guide to support the implementation plan of the Ti21 work streams.

Ti21 will review the operating model to ensure Intelligence people, products and processes are best aligned to support Our Business. The Ti21 programme work streams are focused on enabling Intelligence to deliver quality Intelligence outputs in the rights areas.

Programme Intentions

The Ti21 programme aspires to support NZP Intelligence to become the world's best Police Intelligence capability through:

- The design and delivery of a new and revised Intelligence operating model and framework for NZP Intelligence (including the Tāmaki Makaurau model).
- The development and deployment of Target Development Centres (TDCs) which provide operational Intelligence support, refined and precise targeting packages, and early warning through effective, proactive and comprehensive scanning.
- A refresh of our national collections framework that ensures consistency and synergy across collections in NZP Intelligence in standards and implementation of collections tradecraft.
- The delivery of a transformed National Security (NatSec) approach for managing persons and groups of NatSec concern enabling a richer understanding of our NatSec environment.
- The development of an Open Source Intelligence (OSINT) capability to provide greater visibility of the online environment.
- The development of a performance measure framework and quality assurance process for Intelligence to instil a culture of continuous improvement.
- The delivery of the required Intelligence Systems to support the Ti21 programme and work streams.
- The delivery of new Intelligence training to our people so they have the skills required to operate our new systems and tools and effectively deliver Intelligence.

Programme Definition

The programme consists of eleven work streams each with a project lead tasked with driving the project. The work streams and their project leads can be found below.

Transforming Intelligence 2021



A3 documents for each work stream outlining the project statement of intent, background, deliverables, expected challenges, benefits, problem definition, scope, key stakeholders, resources available and major milestones can be found in Appendix A.

Strategic Context

Since the Intelligence framework was conceptualised over 10 years ago, new business goals, targets, and frameworks such as Prevention First, the Deployment Model, the establishment of District Command Centres, and an emphasis on CCI have been introduced. A more dynamic crime landscape has brought with it more sophisticated and higher impact threats such as cyber enabled crime, NatSec and organised crime. Ti21 aims to ensure that the Intelligence function has the ability to contribute effectively to these frameworks and provide a new approach to Intelligence so we can address the landscape we are operating in.

A refresh of our Intelligence framework and operating model will help ensure that Intelligence is well positioned to provide the best insights and provide actionable Intelligence. Our ability to scan, prioritise, predict and inform what is happening in the environment is improved through the use of new systems, tools and skills, so we can better inform deployment.

The Ti21 programme will utilise the PHPF Frameworks F1 to F5 to support the implementation of the programme work streams. A diagram below shows how this programme fits in with PHPF.

» PHPF - Framework Overview

F1

STRATEGY

Intelligence units are clear about our purpose and the contribution we make to the organisation's mission, vision and goals, by delivering high value services.

F2

CULTURE

Intelligence units are committed to a nationally consistent business model that supports innovation, sharing of best practice, and integration across silos and geography.

F3

LEADERSHIP

Intelligence leaders build centres of technical excellence, and create team cultures that are focused on delivering valuable and valued service to the organisation

F4

CAPABILITY

Intelligence staff have high levels of skill and are adept at transferring existing skills to new criminal and social challenges.

F5

**PERFORMANCE
MANAGEMENT**

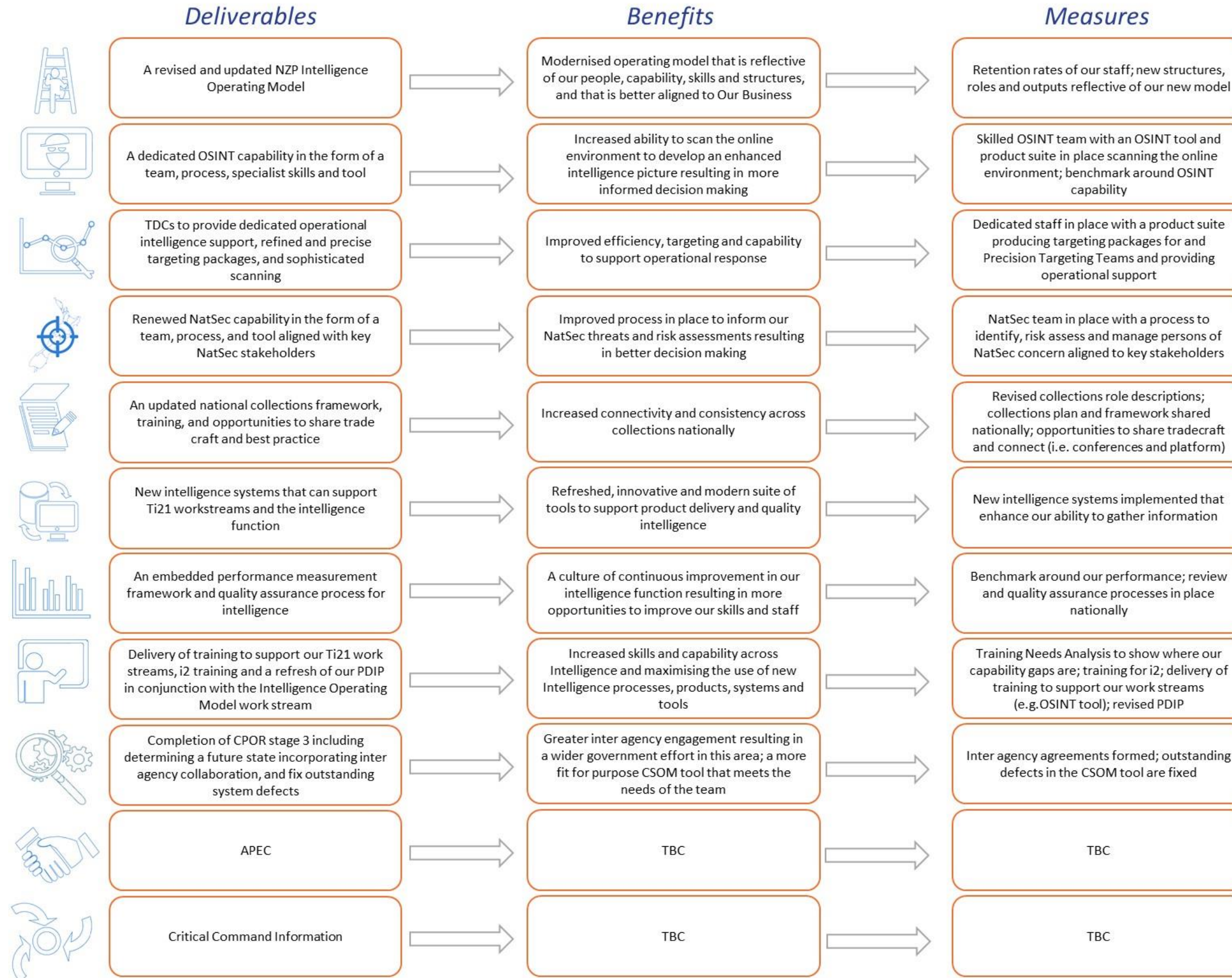
Intelligence leaders set, enable and expect Intelligence staff to model our vision, aspirations and values, and an engaged workforce holds each other to account.

Being our best - Eke Panuku

PHPF – Policing through a high performance culture

Deliverables, Benefits and Measures

The below chart shows the key deliverables, benefits and measures for each Ti21 project. A more in-depth view of this can be found in the A3s for each project.



Scope

In Scope

This programme includes:

- A refresh of the Intelligence framework and model in relation to the people, processes, systems, tools, products and structures. Each work stream A3 (see Appendix) includes its own project scope to ensure the outcomes we seek in each area are clear and that work is de conflicted.

Out of Scope

This programme excludes:

- Upgrades to RIOD and TSN is out of scope
- The Intelligence role/contribution to P21
- Intelligence activities that contribute to business as usual
- New Zealand Diploma in Intelligence Analysis

Interdependencies

The programme dependencies include the progression of work in key focus areas for NZP. These include:

- Tamaki Makarau programme
- EBP and Intelligence integration
- Implementation of Target Development Centres
- RIOD upgrade
- TSN upgrade
- Precision Policing Teams
- Integration with APEC2021 Security Programme
- Co-operation from NZ Intelligence community
- Expectation of business as usual output
- Measurement of current performance
- Access to other resources/holdings such as Human Source Management Unit information

The Ti21 programme will have interdependences between the nine work streams, detailed analysis within each project will identify these.

Programme Assumptions

Programme assumptions include:

- The Ti21 core programme team will be funded through to the end of the programme, with the associated RAT being returned for reassignment to Districts/Service Centre.
- Resources will be available as agreed to deliver the transformation programme via work streams and projects (both project based and SME resources).

Critical Success Factors

To achieve success, this programme must:

- Engage human resources, legal and policy throughout the implementation of this programme
- Engage Intelligence systems and NZP ITC in the procurement of new IT capabilities that meet National Security requirements
- Effective communication with the project team, programme owner, programme manager and project leads

- Provide suitable project leads tasked with driving each project within the programme
- Funds available to support ITC systems implementation and up keep
- Funds and workspaces available for new positions and structures put in place
- Subject matter experts available to draw from for best practice advice and the setting up of new processes and structures
- Support and engagement with District Intelligence Units (DIUs) and Intelligence practitioners
- Support and engagement from key stakeholders and the executive leadership team

High Level Milestones

Our high level milestones for each project can be found in the A3 documents (see Appendix A). The Delivery roadmap (see Appendix B) details the milestones across the Programme.

Governance and Management Structures

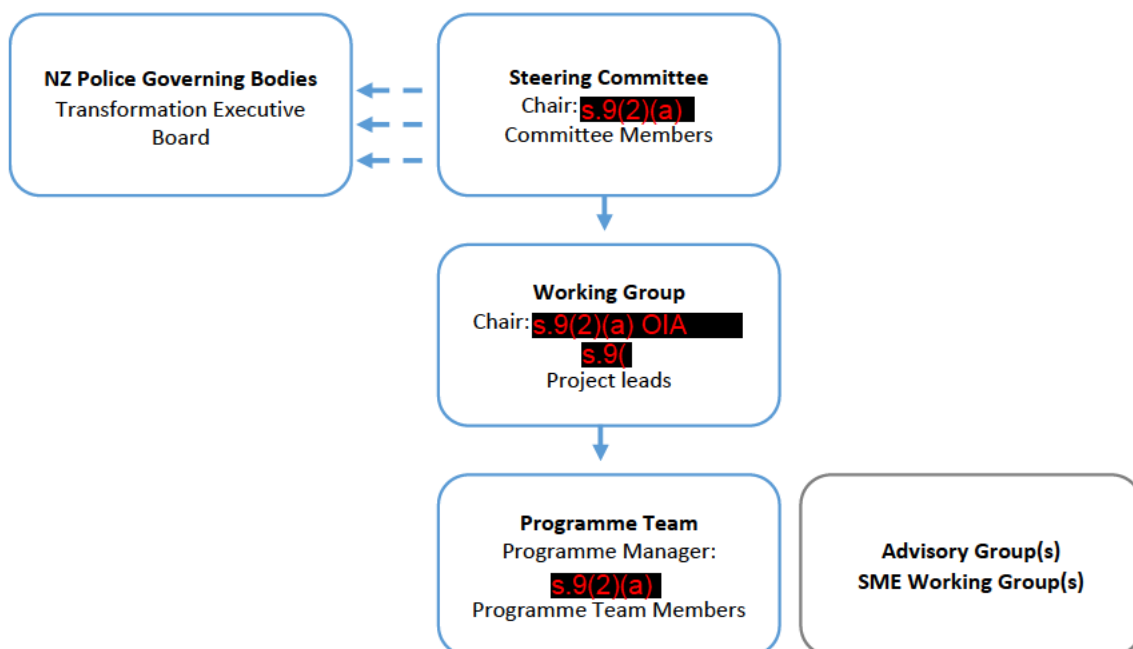
Ti21 has been sponsored by Deputy Chief Executive of Service Delivery, R (Mark) Evans. The Senior Leadership Team (SLT) and Executive Leadership Board (ELB) have noted and endorsed the strategic approach and seek to be appraised on implementation as it progresses.

The Ti21 governance structure as outlined below and is supported by two groups:

- **Steering Committee** – responsible for the governance and oversight of the Programme, providing strategic guidance and advice to ensure agreed outcomes are delivered.
- **Working Group** – responsible for providing guidance and advice to the work stream and project teams to enable to delivery of identified projects and initiatives.

Steering Committee

The Steering Committee will be chaired by the Programme Sponsor and will include senior leaders from New Zealand Police. The structure and governing bodies can be found below:



The Steering Committee will meet monthly and will be supported by a secretariat. Minutes will record decisions made by the committee or recommendations of referrals to the right decision making committees within New Zealand Police.

For the avoidance of doubt and to provide clarity the primary roles and responsibilities of the Ti21 Steering Committee are outlined below:

Element	Scope
Role	<ul style="list-style-type: none"> • Provide appropriate oversight of the Ti21 work streams • Provide strategic guidance and advice to ELB and TEB, the Ti21 team and individual project leads to ensure agreed outcomes are delivered
Responsibilities	<ul style="list-style-type: none"> • <u>Alignment</u>: The Steering Committee ensures that the work stream, and its associated delivery, is aligned with the strategic goals of New Zealand Police and the broader public sector, maintaining a stakeholder focus • <u>Oversight</u>: The Steering Committee oversees the delivery of the work stream against agreed objectives, direction and priorities including organisational requirements, cross system implications, risks and issues • <u>Provides</u>: Strategic advice and guidance to the Programme Sponsor and SRO • <u>Delivers</u>: Strategic guidance on investment options and internal and external performance criteria (i.e. measures for success) that investment options will be assessed against
Reviews	<ul style="list-style-type: none"> • Programme and key project deliverables (review and approval) • High level work stream dashboard • Individual project status updates • Risks and issues • Other papers as required

The steering group committee members are:

Roles	Name	Title
Chair	s.9(2)(a) OIA	DCE Service Delivery
Member		(Acting) AC Performance
Member		Deputy Commissioner – Districts
Member		AC International and National Security
Member		AC Serious and Organised Crime
Attendee		National Intelligence Manager
Attendee		Programme Manager Ti21
Secretariat		Executive Assistant

Working Group Committee

The Working Group will be chaired by the SRO, National Manager Intelligence s.9(2)(a) OIA and the Programme Manager, s.9(2)(a). Its members will include the leads for each project. The Working Group will meet weekly and will be supported by an administrator. Minutes will record decisions made by the group or recommendations of referrals to the right decision making committees within New Zealand Police.

The Working Group members are:

Role	Name	Role
Chair	s.9(2)(a) OIA	Ti21 Senior Responsible Owner Project lead Intelligence Operating Model Project lead National Security
Chair		Ti21 Programme Manager Project lead Intelligence Operating Model
Member		Project lead Intelligence Systems
Member		Project lead Target Development Centres
Member		Project lead National Security Register
Member		Project lead Collections
Member		Project lead Performance
Member		Project lead Open Source
Member		Project lead Training
Member		Project lead Child Protection Offender Register
Member		Project lead Critical Command Information
Member		Project lead APEC 2021 Security Programme
Member		Tamaki Makaurau lead
Administrator		Project/business analyst Ti21

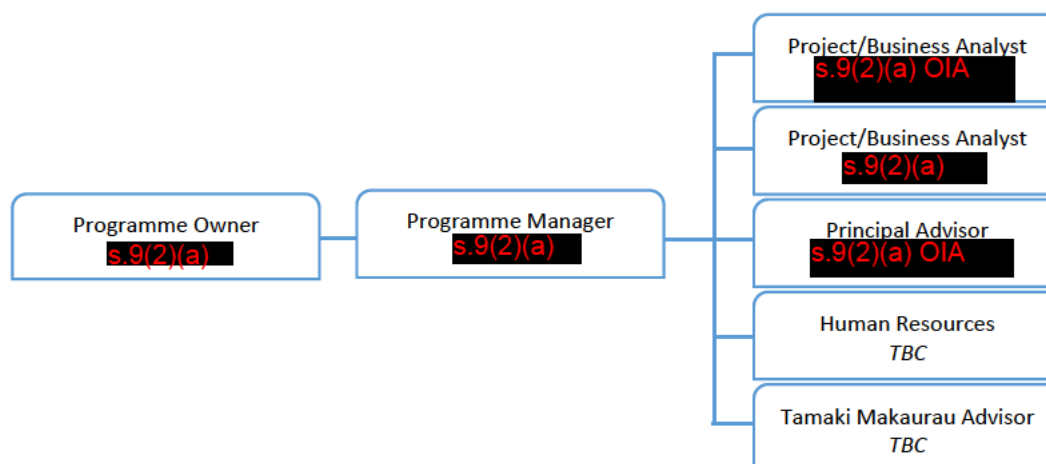
The roles and responsibilities of the Steering Group Committee and Working Group Committee are set out in separate Terms of References set by the Ti21 project team and the two committees.

Resources

Programme Team

The programme requires a project team currently consisting of a Programme Owner, Programme Manager, a Principle Advisor and two Project/Business Analysts. The diagram below shows who holds these positions. It is expected this will change as the Programme matures.

Ti21 Programme Team



Cost

Funding has been set aside for Ti21 for the year remaining 2019 and 2020. A budget report/update will go to the Steering Group Committee on a quarterly basis to report both costs incurred and bids for any resources as the projects require.

Monitoring and Control

The Programme will be monitored and controlled in the following way:

- Regular weekly and monthly reporting;
- Weekly Working Group meetings;
- Monthly meetings with the Steering Committee;
- Utilising the Z Drive to store work in progress as well as final documents for projects.

Escalation of issues will be to the Programme Manager then to the Programme Owner.

Reporting

There will be a weekly high level report that gives updates, milestones and RAG status for each work stream that will go to the Ti21 Programme management as part of Ti21 reporting, more detailed monthly report will be used to update the Steering Committee.

Governance Meetings

The overall programme governance is the Steering Committee, the terms of reference for the Ti21 governance are attached (Appendix C).

Risks and Issues

The programme will maintain and manage up to date risks and issue registers. Once the programme team is put in place, a risk workshop will be undertaken to determine the programme risks.

Risk Management Procedure

Strategy

The Programme will follow the Police organisational risk approach. A full guide can be found [here](#).

Both Programme and work stream risks will be monitored, updated and reported on from Ti21 Programme management team and stored in the NIC directory. The Steering Committee will receive a copy of the initial Risk Register that will be used.

Risk Classification

Risks will be classified using the below scale.

Impact ↓ Probability →	Negligible	Minor	Moderate	Major	Severe
Almost Certain (>95%)	11	16	20	23	25
Likely (>65%)	7	12	17	22	24
Possible (>35%)	4	8	14	18	21
Unlikely (<35%)	2	5	9	13	19
Rare (<5%)	1	3	6	10	15
	Risk Key	Low Risk Manage by routine procedures	Medium Risk Specify management responsibility	High Risk Needs senior management attention	Very High Risk Detailed action plan required

Risk Tolerance

The threshold levels of risk exposure that will trigger escalation to the next level of management/governance as per the programme governance structure.

Issue Management Procedure

Strategy

Issues will be managed alongside risks.

Escalation

Issues will be escalated from the Work stream Leads to the Programme Manager where appropriate and managed from here. They may also be escalated to the Business Sponsor if required. Escalations are in light of the same escalation procedure as risks (as above in Risk Management Procedure section).

Controls

Issues will be monitored in the weekly and monthly reporting to ensure mitigations are in place and are effective. Escalation will continue until an issue is resolved.

Stakeholder Engagement and Communications

The Ti21 Programme is aiming to “tailor how we communicate to develop the required relationship”. Different communication methods are recommended for different quadrants in the stakeholder matrix. The range of audiences for the Ti21 programme is broad and detailed below.

Communications will align with the milestones outlined in the Ti21 delivery roadmap and the project charters for the eleven work streams. Milestones are the expected catalyst for planned communications activity.

We intend to build and maintain awareness of the intent for Ti21 through collaborative engagement with Districts, service centres, and other key stakeholders to demonstrate the progress and momentum using appropriate communications channels to reach targeted audiences.

Objectives

The overarching objective of Ti21 is for New Zealand Police to become the world’s best Police intelligence capability.

Ti21 will achieve this objective by delivering the following objectives:

- **Enhanced collections tradecraft** – Ti21 will drive process improvements to embed consistent excellence in tradecraft across the business, firmly aligned to Our Business and our group purpose.
- **Engaged partners, internationally networked** – Ti21 will produce easily consumable insights that impact on our partners, so mutual support is guaranteed, even across distance and professional boundaries.
- **Enhanced expertise and capability** – Ti21 will strengthen Intelligence proficiency by investing in specialist capability, strengthening organisational design, and improving delivering new systems.
- **Confident use of advanced data techniques and tools** – Ti21 will learn from, and contribute to, evidence-based policing; and actively embrace modern techniques and tools, including in the digital and cyber realms.
- **Deliver a precise and predictive targeting picture** – Ti21 will develop new approaches to identify high risk identities and groups, and accurately identify threats through efficient and effective intelligence collection and processing.

Approach

The communication plan details the different communication activity associated with Ti21. The content of the messages will support the Ti21 key messages and the delivery of the work streams Ti21. The messages will provide progress updates or targeted information that is appropriate for the

specified audience. Audiences and communication channels have been identified and communications will be categorised by external/internal and proactive/reactive. Proactive communications will be planned, and reactive communications will be unplanned with risk mitigated by preparing for possible scenarios. Communication timing will be aligned with key programme activity outlined in the Ti21 delivery roadmap, and the communication type will be chosen based on the audience and desired reach of the communication, using the channels table for guidance.

Our high-level key messages are:

- The Ti21 work programme aims to make New Zealand Police become the world’s best Police intelligence capability.
- Intelligence staff will be enabled, engaged, innovative and make an effective impact.
- Ti21 will produce precise and consumable insights that enable decision makers to have the desired impact on our targets and our business.
- Ti21 will establish processes that are sustainable and flexible, and that enable analysts to be innovative and deliver a high-quality service.

Communications Audiences

Internal	Description or example of communication paths
Police Senior Executives	Formal communications submitted to TEB or other Police Governance bodies, usually via a document
Ti21 Steering Committee	Formal information provided from the Programme to the Steering Committee, usually via a document
Ti21 Working Group	Formal information provided from the projects to the Steering Committee, usually via a document
National Intelligence Centre	Formal information via newsletters, workshops and TenOne, or from a project lead or programme manager
District Intelligence Units	Formal information from a project lead or programme manager
National Operational Managers	Formal information provided via a bulk messaging channel
Frontline Officers	Formal information provided via a bulk messaging channel
All Staff	Formal information provided via a bulk messaging channel

External	Description or example of communication paths
The Minister	Formal information provided by Senior Police Representatives
Police Association	Formal information provided by Senior Police Representatives
Media	Formal information provided by Public Affairs conduit – Senior Communications Advisor
General public	Communications material through Public Affairs communications channels and media

Engagement Mechanisms

Communication Channels will be selected depending on the communication requirements. The formality of the communications, intended audience, content of the message and desired reach need to be considered.

The following channels will be used to engage and communicate with stakeholders.

Channel Name	Audience
Ten One	All Police staff
Email	Selected Internal email addresses

Media Centre	Media and public
Forums, workshops	Face to face meetings
Channels to district staff	All District staff

Information Management

Storage

High level, signed off versions of key Programme documentation will be scanned and alongside work in progress documentation on the NIC drive.

Information Availability and Security

The NIC drive is locked down at various levels:

- Top level – Access to everything below
- Work stream Level – Access to that work stream only
- Project Level – Access to specific projects within a work stream only.

Access levels will be managed by the Ti21 Project Analyst and ICT Helpdesk.

Change Control Procedure

The Programme will follow the EPMO Change Control process. The details of which can be found here: <https://tenone.police.govt.nz/page/manage-proposed-change-projects>