New Zealand Police Intelligence

# Scoping and Framing

Focused Prevention Through Partnerships

Introduction

The NIC leadership team has reviewed the Police Intelligence delivery requirements nationally and completed a Stocktake of Ti21 Workstreams. This review included a summary description of the functional areas within the National Intelligence Centre from the perspective of their role in supporting Police Intelligence. The purpose of Ti21 was to develop a comprehensive national approach to Intelligence in order to lift capability and performance. The National Intelligence Centre Organisation Model established the NIC as a centre of excellence for Intelligence, including the creation of a new senior leadership team under the Director National Intelligence.

This scoping and framing document, describes the deliverables and requirements of Police Intelligence, using the framework of five functional areas created in the NIC Organisation Model decision document. Under each functional area an assessment of priorities, challenges and necessary transformation objectives has been articulated.

NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

NATIONAL INTELLIGENCE CENTRE
Decision Document
5 November 2019

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Collectively, this analysis – coupled with the work completed in the Stocktake of Ti21 Workstreams – has identified what work remains to be completed through the remainder of the Ti21 programme. This work is **critical** to achieve meaningful transformation within Police Intelligence.
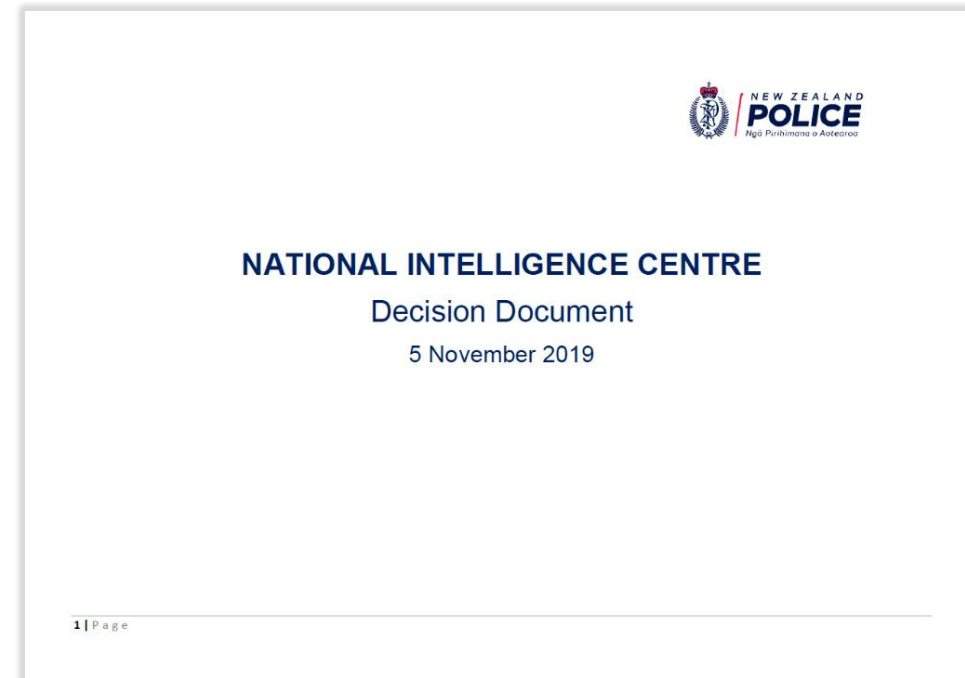
The journey so far…

In September 2019, the Transformation Executive Board approved a high level operating model for Police Intelligence, placing the NIC as the centre of excellence for Intelligence within Police. With the recruitment of a new senior leadership team within the NIC, made up of the Director National Intelligence and five supporting managers, the NIC is now in a position to provide strategic leadership to the Intelligence function across Police. Ti21 remains the vehicle through which the NIC leadership team will transform Intelligence within Police, ensuring Our Mission of preventing crime and harm is enabled through the provision of timely, accurate, accessible and relevant Intelligence.
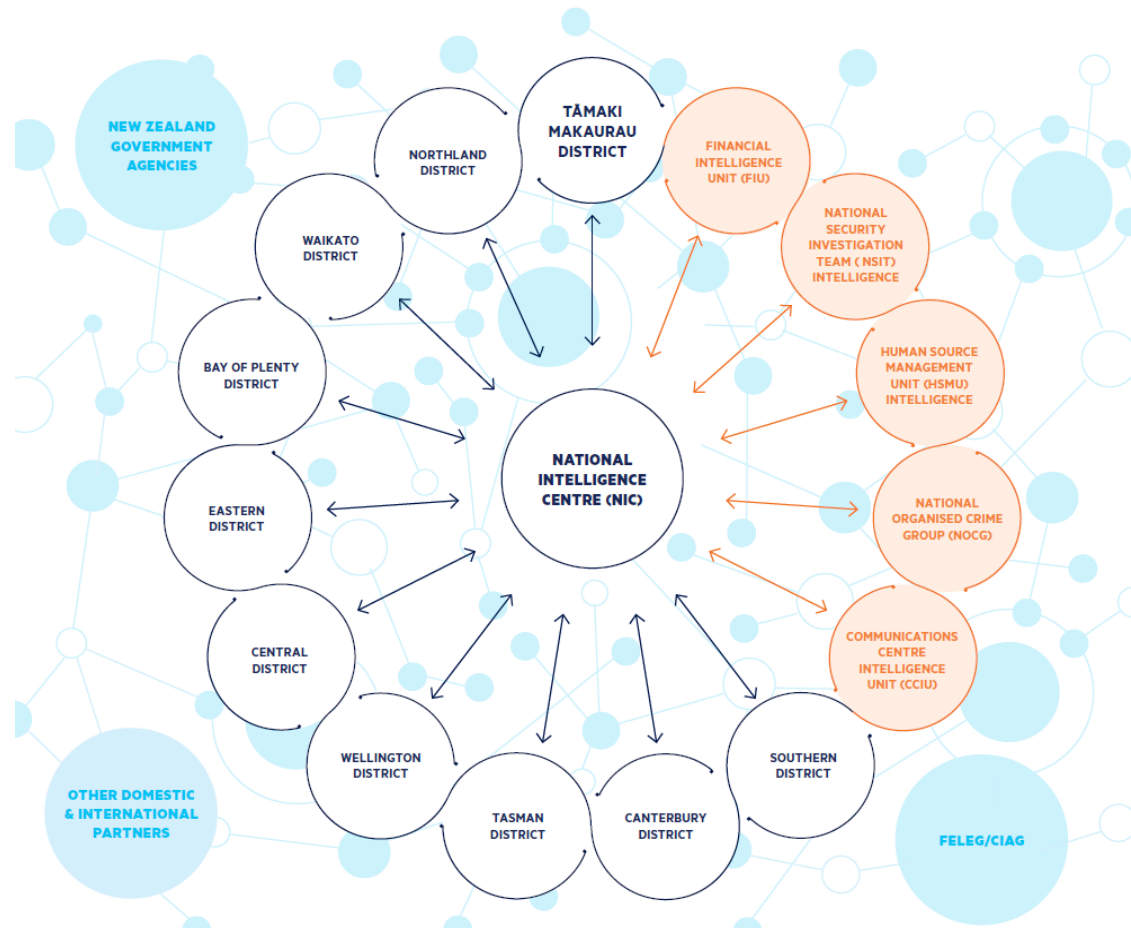
The NIC provides the centre of excellence for the Police Intelligence function, but only makes up a small part of the overall Intelligence capability of New Zealand Police. The NIC constitutes less than 20% of the Police Intelligence's personnel count of approximately 500 staff. A further 20% are Collections staff, serving as Field Intelligence Officers and Intelligence Collection Coordinators at District, while the remaining 60% work to support tactical and operational decision making in District and within specialist units across New Zealand Police. The commitment of 80% or more of Police Intelligence resources is appropriate to the requirement and demand for tactical and operational Intelligence to support real-world, time sensitive support to decision makers.

It is worth noting that while the NIC has National responsibility for leading the Intelligence function, it does not hold command authority over the majority of Police Intelligence personnel. To be successful, the NIC leadership team requires the support of commanders at all levels to endorse and support the NIC in its National duties to coordinate the Intelligence across the organisation.

The structure of the Intelligence function is depicted in the Hub and Spoke Model. This model highlights the depth and breadth of Intelligence resources and the strength of connection that exists. The Intelligence function within Police works on a centralised coordination and decentralised execution basis. The National Intelligence Centre (NIC) provides centralised coordination and overarching strategic direction for the Intelligence function, as well as being responsible for the production of Strategic Intelligence products.

Police Intelligence

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20
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● NIC ● Collections ● District & Specialist
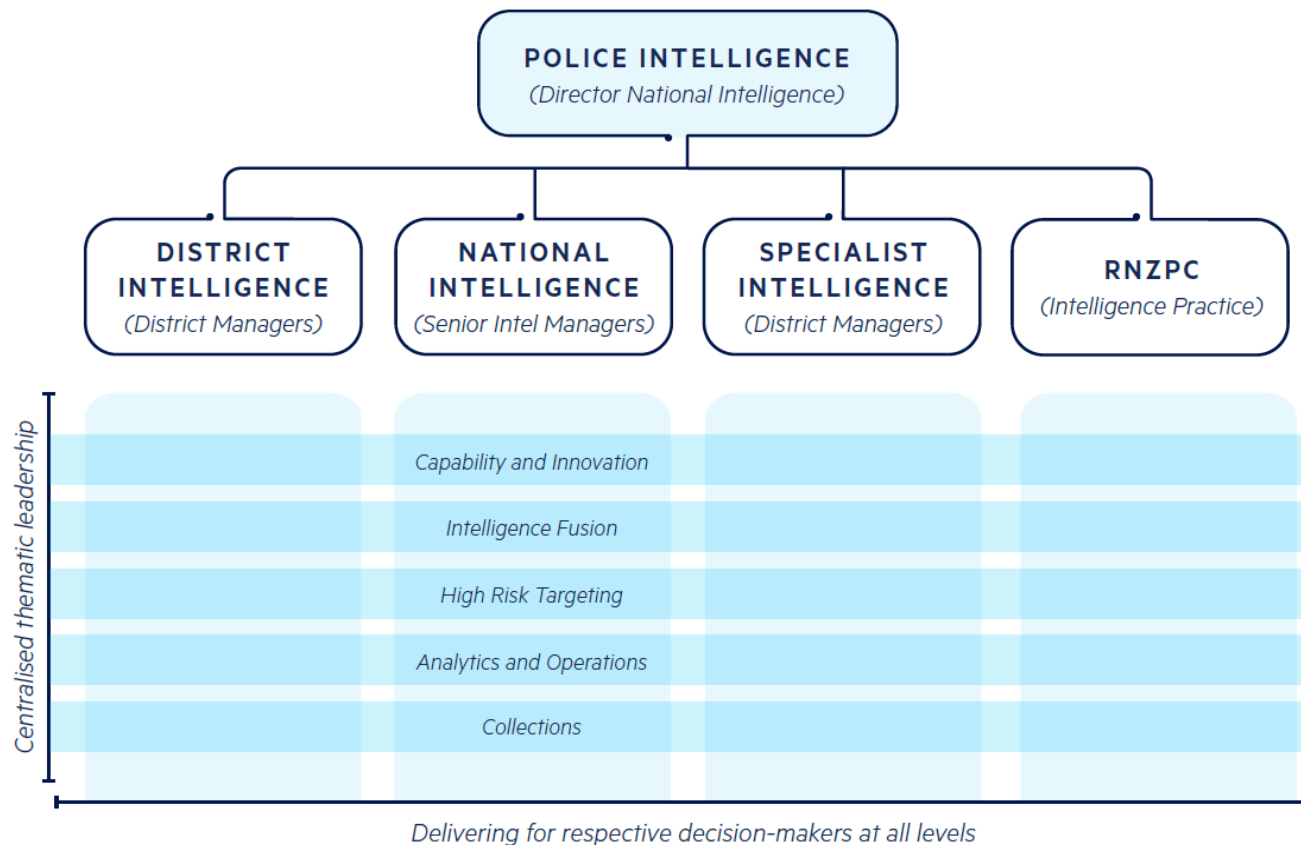
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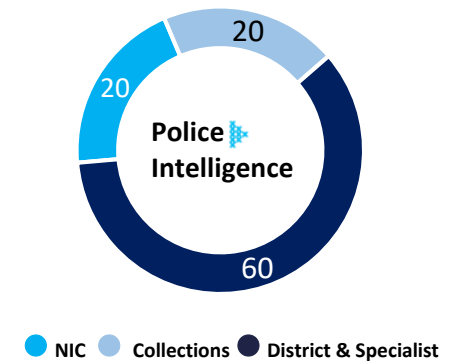
The NIC is the hub for Intelligence activity within New Zealand, with District and Specialist Intelligence Units providing the spokes. As an Enterprise, the Hub and Spoke model allows New Zealand Police Intelligence to provide tailored support to decision-makers when and where they need it. A wide ranging network of domestic and international partnerships provide support to the Intelligence structure and enhance the quality of its outputs. Through partnerships and diversity in our workforce we will gain the varied perspectives needed to understand complex issues. Our strength is underpinned by our ability to problem solve, and draw on different skills, attitudes and characteristics of the many talented individuals that make up Police's Intelligence workforce.

Role of National Intelligence Centre

The role of the NIC, as the centre of excellence for Police Intelligence is two-fold: To provide Intelligence to inform decision making at the strategic level; and enable Intelligence practitioners across Police with the training, systems and direction required to deliver at all levels – tactical, operational and strategic. As depicted in the diagram below, delivering for respective decision makers at all levels is a collaborative effort requiring District, National and Specialist Intelligence units – supported by the RNZPC Intelligence Practice Team – to deliver the Intelligence function. The role of the NIC leadership team is to support all of the Intelligence function in the functional areas of: Capability and Innovation; Intelligence Fusion; High Risk Targeting; Analytics and Operations; and Collections.

Work streams

Following the stocktake of Ti21 Work streams completed in June 2020, NIC leadership undertook a first principles review of what each functional area must deliver on behalf of the Intelligence function. Across the five functional areas, clear themes and priorities emerged that will form the basis of the revised programme structure, including project work streams, relative priorities and delivery dates. While the detail of this work remains to be developed, the key themes and priorities requiring Steering Committee awareness include:

Themes

- **Tools:** The Intelligence function has some significant gaps in its toolkit. This includes the lack of a centralised document management system that supports dissemination of product to decision makers; the inability to access and link data across information siloes within police holdings; analytic software capable of drawing together disparate information from multiple datasets in order to develop connections and insights; and functional geospatial applications to support analysis and the development of geospatial products.

- **Understanding of Intelligence:** Understanding of the roles and responsibility of Intelligence, what to expect and how to use it is at a low level within Police. Greater understanding of the following is required: The National role of the Director of National Intelligence and NIC leadership team; the hub and spoke model of Police Intelligence; and the relationship between the Intelligence, Prevention and Evidence Based Policing functions. A comprehensive communications/education strategy with Executive support is required to address this issue.

- **Relevance:** The Intelligence function has lost relevance within some areas of Police due to a move away from tactical and operational Intelligence. This shift has happened over a long period of time, during which many Intelligence products have become increasingly academic in style. As a result, it has become less timely, specific and relevant to decision makers. Relevance has also been impacted by the lack of connectivity between the NIC, Districts and other parts of Police. Intelligence should be information operations through the CCI function and Deployment Model, not by exception, but as the rule.

- **Training:** Either as a cause or consequence of the relevancy issue, formal Intelligence training has moved away from tactical and operational Intelligence. Currently there is a reluctance to move the training back to tactical and operational Intelligence products, with an emphasis on NZQA Diploma of Intelligence Analysis as opposed to vocational competency relevant to Policing. If the NIC is to take responsibility for training, it makes sense for the Intelligence Practice function – currently reporting to the RNZPC – to come under the Capability and Innovation function within the NIC.
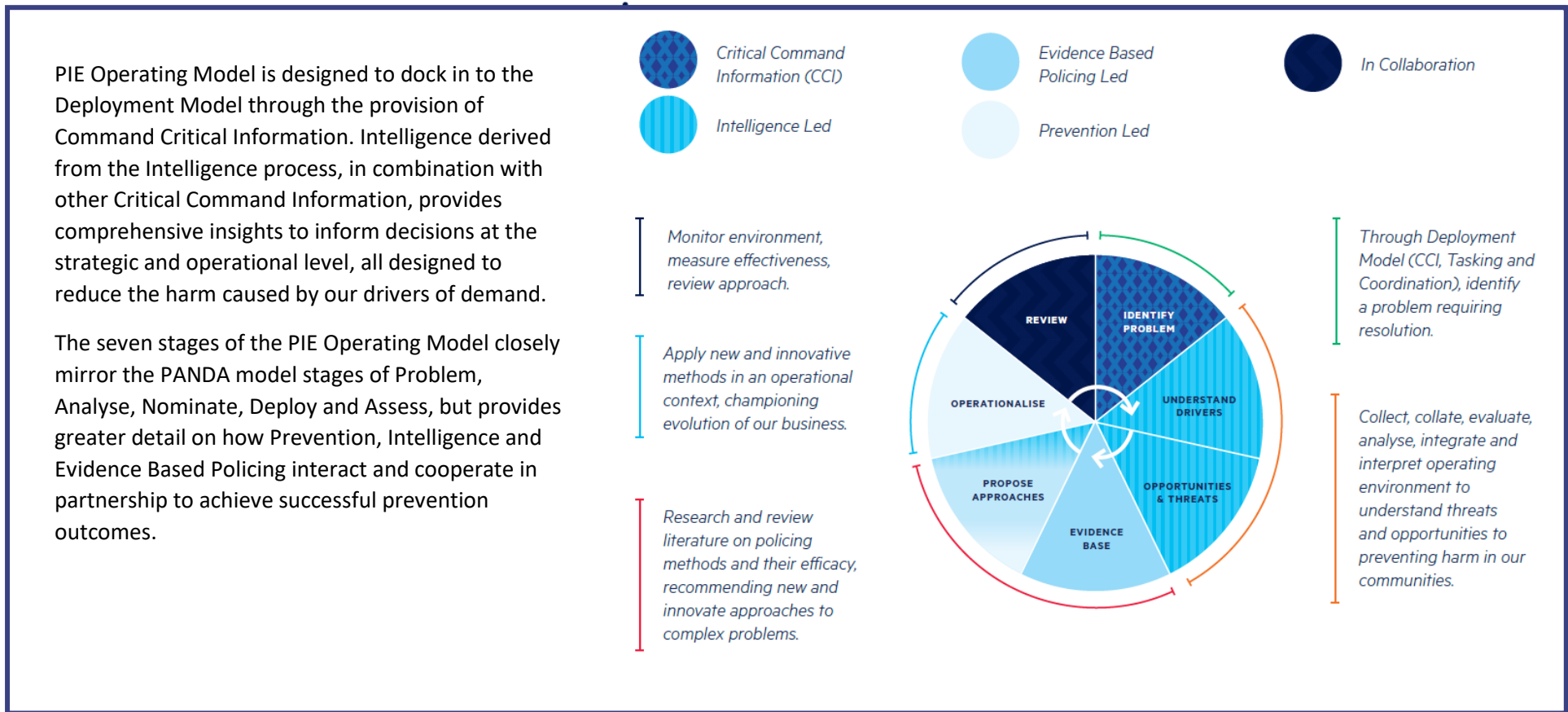
Priorities

- **Data access:** To prevent a "9/11 moment" whereby information was held, but its value not understood due to the failure make relevant analytic connections, we must break down technical and cultural barriers to providing a complete Intelligence picture. This will require the acquisition enhanced search tools and techniques, as well as addressing cultural barriers to accessing information which will require cooperation and trust.

- **Enterprise view:** Developing and enterprise view of the Intelligence function across Police is essential to effective transformation. The Director of National Intelligence and NIC Senior Managers cannot provide effective centralised thematic leadership and coordination without the support commanders across Police. The consultation, publication and effective communication of the Intelligence Operating Strategy is a priority deliverable.

- **Intelligence repository:** To effectively coordinate, capture and disseminate Intelligence products, a one stop, easy to access, intuitive intranet portal is required. This will better enable centralised coordination and decentralised execution to occur, whilst also helping to disseminate Intelligence product to those that need it, where they need it, when they need it.

- **Open source capability:** Establish a permanent Open Source capability – people and equipment. The requirement for Open Source Intelligence is well understood and its worth been proven many times over in recent months, particularly in the Counter-Terrorism and Countering Violent Extremism space.

- **Tactical and operational Intelligence:** Supported by a review of Intelligence requirements at the District and Specialist Operating Unit level, changes in the training curricula need to occur. The majority of Intelligence product must support the majority of what Police does as an organisation, which occurs on the ground in response operations, prevention operations and deliberate operations.

- **Intelligence workforce flexibility:** Increasing flexibility to surge elements of the Intelligence Workforce to areas of greatest need to support major events and projects. To do this requires institutional buy-in from commanders across Police, as well as the training and funding to support necessary secondments.

- s.9(2)(g) OIA

Operating Model – Supporting our mission to prevent crime and harm

The new (draft) Prevention – Intelligence – Evidence (PIE) operating model, provides purpose and direction to the NIC. With a clear role, relationships and mandate, we can ensure the NIC is set up to be agile and flexible in a changing crime environment. The Intelligence function's understanding of problems, pressures and environment must be able to provide predictive assessment to decision-makers, enabling our Prevention First strategy.

PIE Operating Model is designed to dock in to the Deployment Model through the provision of Command Critical Information. Intelligence derived from the Intelligence process, in combination with other Critical Command Information, provides comprehensive insights to inform decisions at the strategic and operational level, all designed to reduce the harm caused by our drivers of demand.

The seven stages of the PIE Operating Model closely mirror the PANDA model stages of Problem, Analyse, Nominate, Deploy and Assess, but provides greater detail on how Prevention, Intelligence and Evidence Based Policing interact and cooperate in partnership to achieve successful prevention outcomes.

Critical Command Information (CCI)

Evidence Based Policing Led

In Collaboration

Intelligence Led

Prevention Led

Monitor environment, measure effectiveness, review approach.

Apply new and innovative methods in an operational context, championing evolution of our business.

Research and review literature on policing methods and their efficacy, recommending new and innovate approaches to complex problems.

Through Deployment Model (CCI, Tasking and Coordination), identify a problem requiring resolution.

Collect, collate, evaluate, analyse, integrate and interpret operating environment to understand threats and opportunities to preventing harm in our communities.

REVIEW

IDENTIFY PROBLEM

OPERATIONALISE

UNDERSTAND DRIVERS

PROPOSE APPROACHES

OPPORTUNITIES & THREATS

EVIDENCE BASE

Analytics and Intelligence Operations

The Analytics and Intelligence Operations group comprises the two distinct functions reflected in its title.

The Analytics function is responsible for the analysis and production of high quality strategic intelligence and assessments in support of NZ Police's mission to prevent crime and harm. These strategic intelligence products and assessments enable timely and informed decision making within NZ Police, and when directed, the wider Government sector.

- **National Strategic Intelligence on Drivers of Demand:** The analytical themes covered by the Analytics function relate to nationally identified crime reduction and prevention problems based on the Drivers of Demand (including Transnational Organised Crime (TNOC) but excluding Gangs and Drugs). Analytics also provides a companion and complementary intelligence view to intelligence produced at a District and Area level as well as specialised workgroups, including New Zealand Transnational Crime Unit (NZTCU), National Organised Crime Group (NOCG), Communications Centres Intelligence Unit (CCIU) and the Financial Intelligence Unit (FIU). Analytics, along with the other NIC groups, also set and maintain the intelligence analytical standards for NZ Police.

- **Leadership in analysis tradecraft and standards nationally:** The Analytics and Intelligence Operations function works collaboratively, and in a complementary manner, with all NIC and wider PNHQ functional groups. This integrated, proactive and de-conflicted approach employs functional best practices, using the full suite of collections, training and systems, to serve as an example to the wider NZ Police intelligence function. This approach, and associated best practises, is underpinned by a diverse workforce incorporating diverse thinking, analysis, knowledge and perspectives which in turn provide clarity and enhanced understanding of complex issues. The Analytics function includes a Principal Intelligence Analyst role. This role is designed to work on longer term and deep thinking analytical products (both NZ Police and inter-agency) as well as providing both tradecraft leadership and ongoing advice to intelligence practitioners across the organisation and the wider community.

- **Intelligence support to major events and operations:** The Intelligence Operations function is responsible for the initial NIC operational intelligence support to the National Command & Coordination Centre (NCCC), or a Major events Operations Centre (MOC), within PNHQ for major planned or contingency events. Additional tasks include ensuring NIC Intelligence Support to Major Events (ISME) processes (including directed Intel for investigations (i4i)), IT and procedures are current and regularly practised. Specific Intelligence Operations products include: Intelligence Summaries (INTSUM), Front Line Intelligence (FLINT) reports, timelines, charting, profiles and sequence of events reports. When not supporting major event responses, the Intelligence Operations function covers the NIC RFI process, Pacific reporting responsibilities and directed scanning tasks.

Analytics and Intelligence Operations

Priorities

INTELLIGENT PARTNERING: We partner and collaborate extensively (both within and external to NZ Police) to deliver predictive strategic intelligence assessments in support of the Drivers of Demand relating to the organisational Goals of Safer Homes, Roads and Communities.

STRATEGIC INSIGHT: Our analytics function provides strategic insight on prevention-focused activities. We rely heavily data sets to deliver the most accurate picture of the criminal and public-safety environment. Our work drives the understanding of decision makers, assisting them to best utilise existing resources toward the highest priority prevention activities.

DEMAND RESPONSE: We are the primary responder to Intelligence Support to Major Events (ISME) at the national intelligence level. We need to be agile, with the ability to scale our team to meet the needs of any operation. Our work informs Police about the event environment and needs therefore needs to be resilient enough to respond, and scale to meet any situation.

ENVIRONMENTAL AWARENESS: Our strategic analysis and response to major events require the broadest understanding of the criminal landscape. This includes a sound understanding of both domestic and international trends and how these factors could have an impact on the criminal and road policing landscape into the future.

TECHNICAL UPLIFT: Our team comprises intelligence professionals who rely on data and networked relationships underpinned and enabled by both unclassified and classified IT.

Challenges

DATA LED INSIGHT: Accessing all NZ Police datasets is problematic. NZ Police has multiple datasets with varying size, location and complexity that are challenging to quickly and systematically search in order to identify information to inform intelligence assessments .

ANALYTICAL LEADERSHIP: The NIC, including the Analytics and Intelligence Operations function, is challenged by vacancies at the Supervisor/Senior/Lead analyst level. This impacts upon an ability and capacity to mentor and train junior analysts/ISO. It also limits the flexibility with the AIO function to establish dedicated drivers of demand analytical teams such as TNOC.

RESPONSE CAPACITY: Response to major operations or events is contingent on how prepared we are to deal with both planned or unplanned eventualities. We are not fully trained and enabled to deliver ISME outside of PNHQ. This challenge partially stems from the ongoing requirement to train new staff on ISME responsibilities, tools and processes. The challenge is implementing an ISME training framework that is fit for purpose and regularly practised.
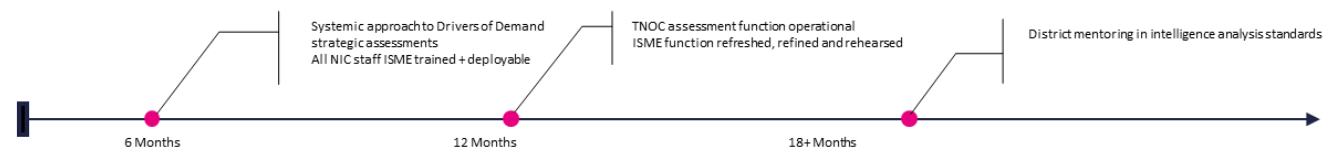
Requirements

DATA ACCESS/UNIVERSAL SEARCH TOOLS: Accessing all NZ Police datasets with up to date and speedy universal search and analytical tools is a critical factor to enable the delivery of timely and accurate predictive intelligence to inform decision making. NZ Police datasets will continue to increase in size and complexity.

ANALYTIC UPLIFT: Institute a refocus on analytical techniques/tools and tradecraft as a fundamental component of drafting and preparation intelligence products. Once this refocus is embedded within the NIC this skillset will be used to assist raising standards at a District/Area level. The role of Principle Analyst (PA) within the AIO group is considered to be an important role with raising strategic analytical standards within the NIC as well as undertaking deep thinking longer term intelligence products.

ISME RESPONSE: There is a requirement for ISME training and deployable equipment (e.g. laptops), along with practised and robust intelligence support processes, to support event responses both at PNHQ and a deployed scenario.

TOOLS AND TRAINING: Ready access to all organisation data (including geo-spatial) using up to date analytical tools is a fundamental component of being a strategic criminal / road policing intelligence analyst. Regular training on how to access updated and evolving datasets and the use analytical tools to exploit this data is a priority.

Systemic approach to Drivers of Demand strategic assessments
All NIC staff ISME trained + deployable

TNOC assessment function operational
ISME function refreshed, refined and rehearsed

District mentoring in intelligence analysis standards

6 Months — 12 Months — 18+ Months

High Risk Targeting Teams

The High Risk Targeting Teams (HRTT) group comprises specialist analytical capability in the areas of national security, domestic extremism and acutely disaffected persons, and risk management capability in implementing a 'smart' Child Sex Offender Registry. All PNHQ elements contribute to a national view of high risk issues, including support and enablement of District based Intelligence functions and close engagement with external partner agencies. The Manager, High Risk Targeting Teams has a national overview of key 'persons of interest' across the highest risk areas of our business, and will be supported in identifying current and emerging trends, and responding to threats, with the additional of a principle intelligence analyst.

In the National Security space, the term Manager, National Security has been changed to Manager, Security Intelligence, in order to de-conflict with the National Manager, National Security that exists within the National Security Group.

The Security Intelligence group is responsible for three work areas that contribute to our National Security Function:

- **The Security Intelligence and Threat Group** (SITG) – maintains a high level of capability and capacity to discover, identify and deliver an intelligence response to threats in the National Security space; develop and administer the IMT Nat Sec portal; and maintain an overview of Issue Motivated Groups and Acutely Disaffected Persons that present a risk of violent or unlawful activity.

- **The Fixated Threat Assessment Centre** (FTAC) provides a 'prevention first' approach to managing risk to public office holders (including MPs and electoral office staff) and fixated individuals themselves, through a joint agency approach with the Ministry of Health.

- **The Combined Threat Assessment Group** (CTAG) is supported by the secondment of one staff member to contribute a Police perspective to National Threat Assessment products.

The fixed-term positions of Manager, Major Events (APEC) and Advisor (APEC), be moved to report directly to the DNI, as they represent centralised functions that impact on several work groups across the NIC, especially in light of uncertainties in relations to the nature and ownership of Intel requirements for a Virtual APEC2021. The function of the Designations Development Officer (DDO) will be retained on a portfolio basis, as leadership of the Terrorism Designation Working Group (TDWG) will be transferred to the Counter Terrorism Coordinator, DPMC. The Security Intelligence teams play a critical role with our Domestic Intelligence Partners as well international partners. This will be especially important post the release of the Royal Commission Inquiry into the 15 March 2019 mosque shootings.

The Child Sex Offender Register is a core legislative responsibility of NZ Police, and it remains an exemplar within the NIC for National/District engagement and government collaboration to manage and de-escalate risk. The CSO Register is mandated by Cabinet to grow to a team of 22 FTEs, and that expansion is under action this financial year.

High Risk Targeting Teams

Priorities

FOCUSED PREVENTION THROUGH PARTNERSHIP: We identify and manage risk in the National Security and Child Sex Offender space through effective relationships and system integration with key partners.

In the NatSec space, we are responsible for working with teams within Police (i.e Districts and service groups) and other agencies to analyse and manage threats to National Security.

In the Child Sex Offender (CSO) space, we are responsible for the management of the CSO Register and moving it from a 'good to smart' system, where registrants are managed in a bespoke, fit-for –purpose management process developed by New Zealand Police.

RELATIONAL INSIGHT: We are responsible for providing as complete a picture of threats to high risk cases as possible, based on analysis of new information we gather along with information we already hold. We rely on partner information, so we need the systems to support the secure sharing of data, and we need to know what already exists within Police system - so a relational intelligence tool is required.

ENVIRONMENTAL AWARENESS AND DISCOVERY: Our functions rely on access to a growing volume of online material to obtain the best understanding of the high risk landscape and the earliest identification of issues. Open sources of intelligence such as social media are a fertile ground for harmful material and a meeting place for those with harmful intent.

SECURE CONNECTION: We rely on secure communications extensively to communicate with our international and domestic partner agencies.
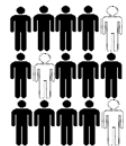
KEY STAFF: Capability and capacity development is required in most cases. Requirements that are Cabinet mandated will receive priority attention.

Challenges

CENTRALISED REPOSITORY: The volume of leads coming into our teams has increased considerably since March 2019. This has put increased strain on our people to manage cases of concern. We need to access all relevant information to join the dots and form a single source of truth on a person of interest.

s.9(2)(g) OIA

s.9(2)(g) OIA

s.6(c) OIA

CSO MANAGEMENT: A minimum viable product tool was rapidly developed and implemented, to replace the Investigator tool, for administration of the Register. This tool requires key enhancements to maintain currency and address deficiencies, such as performing the risk assessment task that is critical to the individual management plan. This project has been approved (with funding) but is delayed as a consequence of the priority placed on the other projects, such as NatSec POI tool, which is reliant on the same technical resource as the CSOM tool

s.9(2)(g) OIA

Requirements

NATIONAL SECURITY PORTAL: Work is well underway for a system to manage cases of concern to National Security. This system also empowers Districts to manage concerns locally, with the support of the NatSec Group and HRTT. This system will require dedicated training and bedding in across all Districts for it to be a success.
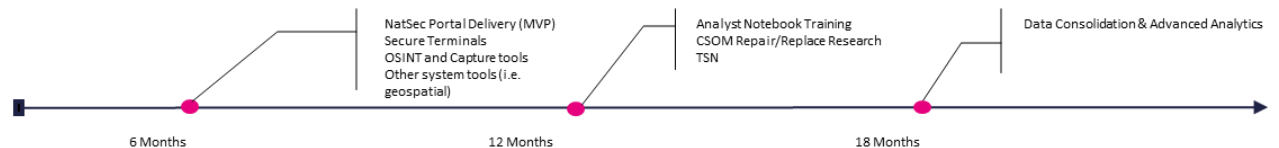
OPEN SOURCE ENABLED: Self-sourced information empowers our analysts, builds a better understanding of the operating environment and reduces the time it takes us to deliver a report. We need training that provides a thorough understanding of the operating environment and our legal obligations that mitigates the risks of legal exposure. This training can be facilitated by the OSINT team to learn tradecraft, and Cybercrime to provide the understanding of online safety and legal requirements. To build an effective threat picture our team also needs tools to quickly capture and categorise online intelligence elements.

MAPPING AND DATA UPLIFT: Our analysts require enhanced training on the use of our geographic information systems to provide a complete intelligence picture supported by location information. Our people also need capability uplift in the use of analytical tools which draw information from our primary data sources ensuring our targeted intelligence products are data-driven.

CSOM Enhancement: We will consider gains that could be realised by moving to a more sustainable and continually developed tool such as using the Investigation Management Tool architecture. This will remove the reliance on further bespoke developments that struggle to attract resource allocation.

CONSOLIDATION: Information holdings that contain information on high risk cases must be connected to provide a high fidelity picture to decision makers. These systems must also be robust enough to keep up with the constant ingestion of new information upon entry, and powerful enough to provide predictive insight. Our teams also need to be confident in the presentation of this information through entity relationship mapping in our primary tool, i2 Analyst Notebook.

s.6(c) OIA

NatSec Portal Delivery (MVP)
Secure Terminals
OSINT and Capture tools
Other system tools (i.e. geospatial)

Analyst Notebook Training
CSOM Repair/Replace Research
TSN

Data Consolidation & Advanced Analytics

6 Months — 12 Months — 18 Months

T21

Intelligence Fusion Teams

The Intelligence Fusion Team provides specialist analytical capability working in multi-agency teams alongside seconded staff from partner agencies such as New Zealand Customs Service (NZCS), Ministry of Health (MOH) and the Department of Corrections (DOC).

Collectively the group provides an integrated approach to the delivery of high quality strategic work streams by building partnerships. We will be working to find the commonalities between our respective partner agencies' priorities and providing innovative solutions. The Fusion Team collaborates across the agencies providing resources, expertise and information with the goal of maximising our ability to respond to unique issues. Through the promotion of partnerships we can leverage the key strengths of each organisation and identify opportunities for the effective use and deployment of All-of-Government assets.

The Manager Intelligence Fusion Teams plays a key role in supporting these relationships and facilitating the connections with other managers and teams across NZP Intelligence. The Fusion Team offers an effective mechanism to exchange information with our partner agencies, providing an integrated approach to the delivery of high quality and innovative work.

- **CLAG:** In the increasingly complex environment we operate in, connections and partnerships with NZP Districts and external agencies is crucial. This includes leading collaboratively with agency partners to support successful outcomes through the Combined Law Agency Group (CLAG). The Police fully fund the co-ordinator's position as part of its memorandum of Understanding with other New Zealand law agencies.

- **GIC:** Within the team, the Gang Intelligence Centre (GIC) aims to combine intelligence from our traditional partner agencies, bringing a new focus on the social sector partners and ensuring an all-of-government view on the threat posed by gangs to the wellbeing of New Zealand. This collective work will identify opportunities to reduce harm through preventative and socially focused initiatives.

- **NDIB:** The National Drug Intelligence Bureau (NDIB) comprised of representatives from the NZCS, the MOH and New Zealand Police. The group provides authoritative strategic intelligence and advice on illicit drugs, potentially illicit drugs and precursors, to support reduction in drug-related harm. The NDIB has already moved into the social harm space with the launch of Drug Information and Alerts Aotearoa NZ (DIANZ) which focuses on reducing drug related harm by prevention through partnerships.

Building analytical capability across the Fusion Team will ensure we are working to shared outcomes, and with greater impact, across all of government. Through the provision of high quality strategic intelligence, the team will influence the Police Executive, Senior Officials and Senior Government decision makers. An initial priority will be operationalising the information sharing frameworks to allow agencies to share information and to consider how we can best support each agencies strategic goals.

Intelligence Fusion Teams

Priorities

INTELLIGENT PARTNERING: Agencies embedded within the Gang Intelligence Centre (GIC) and the National Drug Intelligence Bureau (NDIB) provide a point of difference and break down the traditional information silos. This fusion based approach prioritises collaboration as the key driver to achieving success. A holistic view of the drug, NZAG and organised crime environment will transform our understanding, allowing an All of Government approach in achieving targeted prevention activity and positive social harm reduction outcomes.

SHARED DIRECTION: Partnerships and collaboration provides a platform for a shared view of the strategic goals and priority actions required to support an All of Government response to the threats posed by drugs, NZAG and organised crime on the wellbeing of New Zealand. The harm caused impacts many agencies, from social development and health, to courts and prisons. The fusion approach translates the unknown into the known and can direct a multiagency response to these issues.

DATA INSIGHT: These key partnerships should allow for access to much wider information and data sets. We are working to prioritise the fusion of information, forecast risk and produce strategic intelligence representative of an All of Government view on the social harms caused by drugs and NZAG. This intelligence provides partner agencies with innovative solutions to prevent and reduce social harm.

GOVERNANCE We require greater cross agency analytical capability to deliver our priorities. We will therefore be establishing a strong governance framework for our blended-function teams. We will continue to develop the capability of the team through experience and interactions with a wide variety of stakeholders across the public sector.
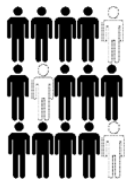
KEY STAFF: The Manager Gang Intelligence Centre and a Supervisor position have remained vacant for a considerable period which puts us at risk of failing to meet demand. These positions will be filled with existing recourse allocation.

Challenges

JOINT COMMITMENT: Not all participating Gang Intelligence Centre (GIC) agencies have staff embedded within Police to support production of integrated strategic intelligence product. Identifying commonalities between partner agencies strategic priorities and remaining agile to demand in this space is challenging. A shared commitment from partner agencies is critical if we are to provide decision maker advantage to the broad spectrum of Government agencies represented.

SHARED PURPOSE: Without strong Governance and an agreed work plan there are difficulties identifying shared priorities to ensure products and processes are developed to address known strategic gaps. This means product does not always address the strategic objectives of individuals agencies or address the broad spectrum of harm occurring within the organised crime environment.

INFORMATION SHARING: The GIC has a current Approved Information Sharing Agreement (AISA) with the twelve partner agencies. The AISA was developed to allow seamless communication ensuring all agencies are working in collaboration to provide information that supports the development of high quality, actionable intelligence. Robust operating protocols remain in development causing challenges with regards to unified information flows and delays due to the need for legal approval within individual agencies.

INTEGRATED DATA: Fusion of cross-agency data sets continue to be problematic within the GIC. The NDIB model of collaboration has resulted in strategic advantages across the three key agencies. However, in the GIC
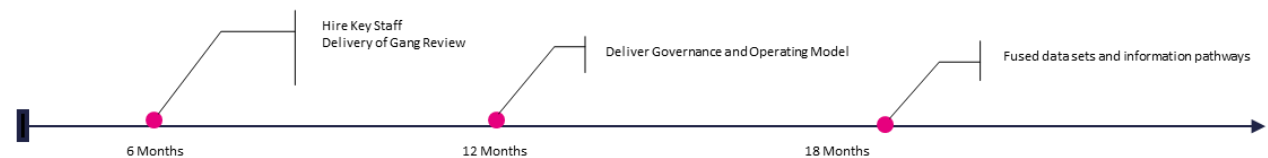
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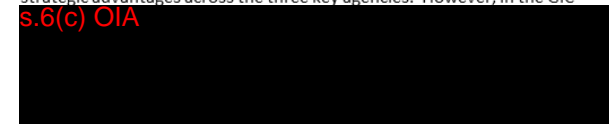
Requirements

FOCUSED PARTNERSHIPS: The enhancement of a new Governance structure for the GIC, with engagement and input from each of the participating agencies is required. This will lead to the development of a shared strategy and annual work programme that will align to each of the stakeholders strategic priorities. This new collaboration will forge stronger connections with the partner agencies and help us to understanding the challenges they are facing. Through this process we hope to enable all agencies to achieve a shared vision and outline what success looks like moving forward.

INTEGRATED INTELLIGENCE PRODUCT: Information holdings across partner agencies must be connected to provide a more complete picture for decision makers. These information connections must also be robust enough to keep up with the constant ingestion of new information. Our teams can harness these new information flows to not only provide a picture of the current state of play, but predictive insight that drives the prevention first model.

CONNECTIVITY ACROSS GOVERNMENT: To provide a holistic view of organised crime and understanding of the common system barriers to addressing harm, the Fusion teams need greater alignment and links to other related programmes and strategies including the Transnational Organised Crime Strategy, Te Huringa o te Tai Strategy and the Provincial Growth Fund initiatives that support employments skills and training in areas most vulnerable to organised crime.

ENHANCED DATA: Work towards enriching the reporting and recording mechanisms for gang membership. It is anticipated the current independent review will support the Fusion Team with recommendations to ensure fit for purpose processes and the provision of accurate figures for the NGL. Within this, prioritisation of gang membership data would support a more comprehensive understanding of gang related harm.

Hire Key Staff
Delivery of Gang Review

Deliver Governance and Operating Model

Fused data sets and information pathways

6 Months | 12 Months | 18 Months

Intelligence Collections

The Intelligence Collections group provides leadership across NZ Police (NZP) and the Intelligence community on the strategic direction of Intelligence Collections practice and tradecraft. Intelligence Collections is critical to NZP prevention activities, through both tasked collection activity and proactive collection activity against the drivers of demand. These collections enable us to form a better understanding of our environment and the community in which we police and **'actively enable decision maker advantage'.**

The Intelligence Collections group is responsible for five work areas:

- **Intelligence Collections** - Intelligence Collections positively impacts the way the NIC delivers Our Business through timely, directed and focused information gathering. Intelligence collections workgroup is focused on prevention through partnerships by providing tradecraft leadership and ongoing advice and support to intelligence practitioners across the organisation and the wider community.

- **Registry** – is a central hub for all information management within the NZP. It is critical to ensuring the trust and confidence of our partner's agencies and internal workgroups through the disciplined storage and dissemination of information.

- **OSINT** – maintains a high level of capability and capacity to discover, identify and deliver open source intelligence collections that will inform response to threats to National Security and drivers of demand.

- **ITOC** – provides specialist intelligence collections capability to NZP through working in a multi-agency team alongside staff from partner agencies based out of the New Zealand Customs Service (NZCS).

- **Canberra** – is supported by the secondment of one staff member. Its functions include finding connections between multi-agency and international investigations, and identifying and developing appropriate, high level targets that meet the need of any one or group of participating jurisdictions.

The two fixed-term APEC ICCs positions, seconded from district will continue to report directly to the Manager Intelligence Collections, as they represent centralised intelligence collection functions that impact on several work groups nationally. A covert analyst, reporting to the NICC, will have access to all information within the NZP, this is focused on building relationships with covert workgroups and is critical to ensuring decision maker advantage through fully informed products. This role will identifying knowledge gaps and direct collection opportunities nationally whilst supporting national managers by inform strategic decisions focused on our mission. The Collections Group is the only group without a Principal Adviser.

It would be optimal to have Descriptions, produce policy and process for OSINT, design a modern and functioning information management system for the registry, update the National Collection Guidelines and Framework, and explore an all of government OSINT fusion centre and how it will support each agencies strategic goals.

Intelligence Collections

Priorities

NATIONAL COLLECTIONS: Our people are our eyes and ears in their communities. FIOs are crucial to enabling and empowering everyone in New Zealand Police to play their part as an intelligence collector. National workshops completed earlier this year provided clear direction through investment in innovation and learning.

OPEN SOURCE : Open Source Intelligence (OSINT) is Collections' newest specialisation and has proven to be essential in enabling decision maker advantage through collection activity.

FIELD INTELLIGENCE : Field intelligence informs prevention activities, through both tasked collection activity and proactive collection activity against the drivers of demand. These activities require specialist training, to keep our collectors and sources safe, and ensure information is collected and disseminated legally and ethically.

INFORMATION MANAGEMENT: Access, storage and dissemination of information requires significant uplift. Recent operational examples conclude there is no current ability to access all information in a timely and accurate manner.

DIVERSITY: Our FIOs are currently sworn members of New Zealand Police, however there is considerable opportunity for authorised officers and Police Employees to engage in collections activity.

CONNECTIVITY: Connecting with our districts, our internal partners such as MPES, NatSec and external partners is role critical to the success of intelligence collection activity, leading collections training and working together on prevention focused activity.

Challenges

IMPERMANENCE: The OSINT team was stood up quickly last year with seconded staff to ensure that Collections had the appropriate emphasis on this new capability. This team is not permanent. This has meant uncertainty for staff and our intelligence customers. The lack of a strong OSINT capability seriously compromises our intelligence collection posture, especially in major events.

DEVELOPMENT COMMITMENT: Our FIOs are not always equipped with the tools and training they need to do their job. Until recently, there has been little targeted training. This training gap in NZQA certified courses in respect of tradecraft and methodology means that we have not been able to develop our people in a way that shows commitment to their professional development and pathway.

REGISTRY/ ITOC : During major events the demand on our Registry is overwhelming and unmanageable, current demand on ITOC staff is unsustainable both must be accounted for in any strategic demand plan.

CONNECTIVITY: The absence of a current informative communication platform , that enables the dissemination of information and product, markets intelligence capabilities and is user friendly and interactive.

INCONSISTENCY: District collection teams have considerable role variation. Position descriptions and resources are inconsistent, there are significant variances in district rotational policy, there is pay disparity and development for Collections staff within Intelligence is minimal.
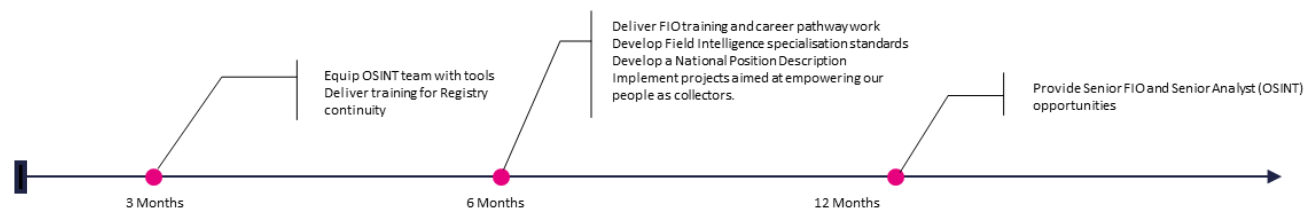
Requirements

STANDARDISATION: We need to create a national standard that clearly defines the role of a FIO. A fit for purpose standard must be sensitive enough to empower our people to be responsive to the districts they serve while also clearly defining their work. Standardisation will play to our people's strengths and ensure they feel that they are providing real intelligence value.

TEAM-TOOLS-TECHNIQUES: We need to ensure we develop the OSINT capability and continue to equip our customers with the intelligence they require. Our customers have come to expect this response from collections and rely on it to take advantage of harm prevention opportunities. To provide this continuity, we need to hire permanent staff and leadership, make provision for the professional development of staff and invest in hardware and software.

CERITIFED IMPROVEMENT: Collections will provide guidance for the progression of our people by working with RNZPC, other agencies and international partners to develop courses that are fit-for-purpose, current, and NZQA approved. We will work on strategies to advance the role itself with the development of a Senior FIO. This position recognises the FIO as a unique career path and demonstrates our commitment to the progression of our people. We also intend to work on alternative career paths for our FIOs by opening new avenues.

REGISTRY CONTINUITY: The Registry does not require more permanent staff, but does require more registry trained security cleared staff for major events to meet the increased demand. There is also need for a robust information management system. We will partner with our collocated units to ensure their staff have the required training to staff the registry and to develop an information management system.

PARTNERSHIP: Understanding our internal and external partners demand and capability through embedding our collectors within these workgroups, or alternatively cohabitate, to facilitate the sharing of information and drive pro-active collections activity.

Equip OSINT team with tools
Deliver training for Registry continuity

Deliver FIO training and career pathway work
Develop Field Intelligence specialisation standards
Develop a National Position Description
Implement projects aimed at empowering our people as collectors.

Provide Senior FIO and Senior Analyst (OSINT) opportunities

3 Months   6 Months   12 Months

Capability and Innovation

Capability and Innovation are responsible for enabling Police Intelligence teams nationwide. There are two distinct roles in Capability and Innovation. The Systems team focuses on systems and technology and the Learning and Development team focus on developing our people (Intelligence staff nationwide) and ensuring they are enabled with the right training, right tools and right support to succeed. Our staff will need new and evolving skills, increasing technological expertise, investigative tenacity, analytical capability, adaptability and closer relationships with other law enforcement and intelligence agencies. Ideally the Intelligence training function at the College would come under Capability and innovation. This would maximise resources and fully exploit the wider capabilities at the Police College. The Learning and Development team will focuses on developing New Zealand Police Intelligence staff. Our role is to ensure staff have the skills and training to provide the best Intelligence capability for New Zealand Police. The top priorities for this team will be:

- The development of a Strategic plan for Learning and Development - setting out a road map for the next three years.

- Undertaking a skills analysis to ensure we understand any gaps that need to be filled through on the job experience, learning and training.

- Working with the RNZP College to ensure they are able to provide the tradecraft training for all Analysts

- Training our staff to fully utilise our Intelligence tools (geo-spatial, SAS, IMT, etc.)

- Developing the Collections training to the standard required we have no programme which would build specialised expertise

- Develop advanced training for Intelligence Leaders/ Supervisors.

- Refreshing and update PDIP and the Career Framework

 A prime focus for the Systems team is the management, maintenance and implementation of Systems and the analysis and designation of Data. One of the key projects is the formation of a Police Spatial team as laid out as part of the NZ Police Spatial Roadmap, 2018-2020. Spatial leadership has been identified as a key areas for development and underpins the two year strategy and vison of the Spatial Data Working Group (SDWG). Geospatial expertise is an essential part of intelligence at a District and National level.

s.9(2)(g) OIA

Our intelligence picture is consequently incomplete. If we are to lead Intelligence as a matter of urgency we need to identifying a relational analytical capability that surfaces information and reduces the risk to deployment is therefore essential. We also need the skills and capability to manage and interrogate our existing systems. One of the risk we face is not updating software of having resource dedicated to the maintenance of key software.

Capability and Innovation – Systems

Priorities

GEOSPATIAL: Embed a geospatial team in the NIC and update all of our mapping systems and capability in the area.

NEW ZEALAND TOP SECRET NETWORK (NZTSN): We are working with GCSB and NZSIS to embed NZTSN ▮▮▮▮▮▮▮▮▮▮

SYSTEMS AND TOOLS: Advocate for the development and upkeep of systems and tools for intelligence staff. Our priorities are OSINT, cyber enabled crime, geo spatial, predicative analytics and de-confliction to support enhanced collections, scanning, data mining, analysis, mapping and charting

TECHNICAL ADVICE AND PROJECT MANAGEMENT: Providing subject matter expertise and project management. We manage the enhancement, and implementation of intelligence systems.

RELATIONSHIPS: We need to work with other Intelligence agencies to increase our ability to share information and to jointly purchase capability.

OPEN SOURCE AND CLOUD INFRASTUCTURE: Moving towards new technology options will enable NZP to have better access to software solution that can enable intelligence. However it requires a cultural change for people to understand the new ways of working.

SYSTEMS AUDIT: We will be working to create a comprehensive list of all intelligence systems and documenting whether each and every system is currently fit-for-purpose.

DATA: Managing the Data and research needs for the Organisation using Business Objects and Intelligence

Challenges

FUNDING: The business of intelligence is expensive and we are consistently struggling to fund our infrastructure. As data sets grow, capabilities improve, and the expectation of accurate and timely intelligence increases, our systems need to keep pace with the demand.

DUPLICATE SYSTEMS: There are many duplicate systems at Police. This leads to poor economies of scale and a proliferation of applications. This is a risk as information can be missed at critical times.

CYBERCRIME: Cybercrime has been identified as a strategic demand but Police Intelligence is unable to effectively report on it. This demand was highlighted after Operation DEANS.

MAINTENANCE AND UPDATES: Embedded systems that enable our people require commitment to funding to maintenance. Having to make a case for funding annually, compromises business delivery and discourages our people from up-skilling on tools that may become unsupported.

MANUAL SEARCH: Currently there is no tool that can search across Police holdings when undertaking analysis of investigations. While other jurisdictions are moving towards cloud enabled search tools that can do this we are still depending on manual searches.

INTEGRATION: We struggle to integrate with other groups on common issues (High tech Crime, Crime Group and ICT). There are often oppositional funding bids for systems leading to application silos.

DISCOVERY BLINSPOT REMEDIATION: Data is stored, often duplicated, across the organisation. Sources are either locked down, or invisible, to analysts. Our intelligence picture is consequently incomplete. Identifying a relational analytical capability that surfaces information and reduces the risk to deployment is therefore essential.

Requirements

BUDGET: We require a budget to ensure our tools are updated and maintained. Currently we run the risk of key police systems such as Business Objects not being maintained; Geospatial systems not being rolled out and OSINIT bring turned off unless there is a dedicated budget.

OPEN SOURCE: We need to secure funding to enable our Collections OSINT team to continue delivering their vital work across all Police.
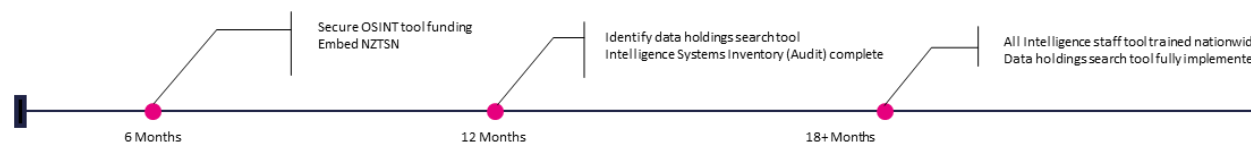
HOLDINGS SEARCH: We are currently looking for a tool that can efficiently search all Police holdings. This will have benefits for all NIC teams, but especially Analysis and Intelligence Operations, and High Risk Targeting who are called upon to deliver intelligence in rapidly developing events.

GEOSPATIAL CAPACITY: We are consolidating our geospatial platforms into one enterprise-wide platform. This provides a unified platform for data allowing the sharing of geospatial information across the organisation. To implement this we require specialised staff to assist with the design our future mapping solutions.

SINGLE-POINTS-OF-FAILURE: There are many single points of failure in our intelligence systems, usually they are functions assigned to one person rather than a system. We need to work to create deliberate and documented redundant systems to ensure the continuity our customers expect and deserve.

CONSOLIDATION: The result of the audit of all intelligence systems will identify all redundancies. We will then plan for their decommission, and aggregate functions. GIS is currently working toward this state, but there are countless others that are either duplicates, or no longer fit for purpose due to the use of more multi-functional systems.

CYBERCRIME REPORTING: We need to work closely with High Tech Crime Group to assist them in creating a framework that allows them to better manage cyber crimes. This framework will enable effective reporting on this crime type.

Secure OSINT tool funding
Embed NZTSN

Identify data holdings search tool
Intelligence Systems Inventory (Audit) complete

All Intelligence staff tool trained nationwide
Data holdings search tool fully implemented.

6 Months   12 Months   18+ Months

Capability and Innovation - People

People Priorities

SKILLS ANALYSIS Undertake an in-depth skills analysis to ascertain what skills we have now and is needed in the future.

STRATEGIC PLAN FOR LEARNING AND DEVELOPMENT Consult and Develop a Strategic Plan for the uplift of Capability through Training and Development. Applicable across the NZ POLICE.

COLLECTIONS Training support for key courses aimed at developing Collections staff (ICCs and FIOs). Broader Collections training to ensure the uptake of best practice throughout New Zealand Police Intelligence.

ON THE JOB TRAINING Ensure Intelligence staff are given the opportunity to learn their Tradecraft skills on the job and provide a modern learning environment and enabling technology.

INTELLIGENCE LEADERSHIP Ensure we are growing leaders who will build and sustain and integrated Intelligence Community united by a common purpose, understanding of Intelligence and values. A development programme for Intelligence Leaders at a senior level needs to be developed.

PDIP Refresh and manage the Professional Development in Intelligence Programme (PDIP) to ensure standardisation of Intelligence roles, career pathways and recruitment. Endure the PDIP covers other Intelligence roles. This will improve our ability to recruit and retain talent.

SUPPORT the professional development of National and District Intelligence staff to ensure the New Zealand Police grow capable, connected teams equipped with the skills and knowledge to provide an advantage to Police decision makers.

CAPABILITY UPLIFT Intelligence needs to be tool and technique enabled to deliver on its commitment to providing decision-maker advantage. This requires dedicated training across the country and a dedicated systems trainer along with an instructional designer.

Challenges

WORKFOCE CAPABILITY NEEDS There is a huge variance in capability and experience across Intelligence. We need a better understanding of what skills, development and training are needed now and to anticipate what might be needed in the future This in turn will inform a Learning and Development Strategic plan.

CAREER DEVELOPMENT The current PDIP outlines that progression from Trainee Analyst to Intelligence Analyst, and onto the Senior Intelligence Analyst. This occurs upon successful completion of a portfolio and in the case of a Senior Analyst you must also appointed to a current vacancy. In the cases where Senior Analyst positions do not exist within a District structure or the NIC if vacancies do not arise, then the opportunity to progress can be limited.

SUBJECT MATTER EXPERTISE Currently we have very little ability to build training programmes online that focus on Intelligence. While we can work with the wider RNZP College our needs are unlikely to be a priority. By having staff embedded in Intelligence with, instructional design, e-learning expertise we will be able to cater easily for the needs of both the NIC, Collections and Districts all of which are asking for more specialised training.

STAFF RETENTION Employees are more likely to feel valued if they are invested in. The four elements which will ensure we retain our best staff are A competitive salary, professional development, a clear career pathway and good leadership. Currently, when compared to other Intelligence agencies our salaries are below the market and we invest less in training. There is no programme for Intelligence leaders and Supervisors and limited training for Collections staff. To improve our outputs we need to develop our leadership at all levels.

INNOVATION Promote an environment that fosters creativity, stretches thinking, and encourage new ideas. In turn this will improve the Intelligence product.

Requirements

INVESTMENT To be the best we can be it is essential to invest in our people. The RNZPC provides for Several levels of analyst training but beyond that our staff need to be continuously trained on new ways of thinking; evolving trends, Intelligence systems, best practice in Intelligence - led Policing, Research and Crime Science. We also need to invest in on job training, acting up and and secondment opportunities. This requires money, time and flexibility.

SKILLS AUDIT This work requires time and an understanding of how to undertake a proper Skills analysis. At the same time we will need to refresh and manage the Professional Development in Intelligence Programme (PDIP) to ensure standardisation of Intelligence roles, career pathways and recruitment.

MODERN LEARNING ENVIRONMENT Provide a modern learning environment and enabling technology which allows for anytime anywhere training as well as Face to face training.

PARTNERSHIPS We need to partner with the Intelligence Practice at the RNZPC to ensure access to a wide range of learning and development opportunities for all Intelligence staff and to work with them to develop fit for purpose training. Providing current expertise as a resource should be a priority.

PROVIDE AVISORY SERVICES as they relate to national practice and standards relevant to Intelligence systems and professional development.

L&D Priority Currently there is very limited expert learning and development resource in C&I considering its importance. Full utilisation of RNZPC will be a priority.

In-depth skills analysis + PDIP competencies agreed
Workforce Manager appointed
Strategic Plan written
All staff have a meaningful personal development plan

Full programme developed for Collections
Training gaps identified and corrected by new curriculum
Improved utilisation of RNZPC capabilities

Development programme for Intelligence Supervisors

6 Months   12 Months   18+ Months