

21 November 2022

Scott

fyi-request-20895-842f4fc7@requests.fyi.org.nz

Tēnā koe Scott

Request for information

Thank you for your Official Information Act 1982 (OIA) request of 18 October 2022 for the following:

I would like to make a request for information relating to the participation of Police staff in last week's New Zealand Institute of Intelligence Professionals Conference.

According to the conference agenda, Deputy Chief Executive Mark Evans and Inspector Glen Burrell participated in the conference as speakers. The agenda can be viewed here:

<https://conference.nziip.org.nz/wp-content/uploads/2022/09/NZIIP-Conference-2022-Runsheets.pdf>

I would like to request copies of all speech notes, talking points and presentations (e.g. PowerPoint slides) prepared for their participation in this conference.

Please find attached a copy of the presentation given by Deputy Chief Executive Mark Evans. One picture has been withheld under section 9(2)(a) of the OIA to protect personal privacy. Police considers the interests requiring protection by withholding the information are not outweighed by any public interest in release of the information.

Inspector Glen Burrell has advised that his comments were ad lib so there is no written copy of these. This part of your request is therefore refused under section 18(e) of the OIA on the grounds that the document requested does not exist.

You have the right to ask the Ombudsman to review my decision if you are not satisfied with the response to your request. Information about how to make a complaint is available at: www.ombudsman.parliament.nz.

Nāku noa, nā



John O'Reilly
Acting Director National Intelligence
New Zealand Police

NZIIP Conference

Maximising the impact of hard learnt knowledge and agile innovation in the New Zealand Intelligence sector

R. Mark Evans OBE
Deputy Chief Executive : Insights and Deployment

13 October 2022





‘Salt was quiet and economical with his words but, despite his small stature, was renowned for his enthusiastic leadership, his ability to motivate people, his astute decision making and, not least, his sense of humour’

[Daily Telegraph, London –
December 2009]

Grand Hotel, Brighton 12th October 1984

Today we were
unlucky , but
remember we
only have to be
lucky once.

You will have to
be lucky always.



Hard Learnt Knowledge

Knowing what I know now

- DI73b: Give me a child until they are 7
- Before MI5/6: What's Secret Today
- 1988 Afghanistan, 1991 Soviet Union: Goldfish?
- 1990 Beirut: Known unknowns

Belfast ...Order, Chaos, Trust, Pride and Reflection

OUR MURDERED COLLEAGUES



A total of 200 RUC officers have been murdered during the Troubles. The IRA has killed 277, the INLA and IPLO 12 and loyalist terrorists eight. Three were murdered by unknown groups. In addition, four officers were killed by the security forces by mistake and over 9,500 injured during the course of their duties. Terrorist groups have bombed, shot and beaten RUC officers to death, sometimes killing relatives and other civilians in the process. Levels of stress-related illness have been higher than in any other police force: almost 70 officers have committed suicide, many of them with RUC-issued weapons.

Knowing what I know now

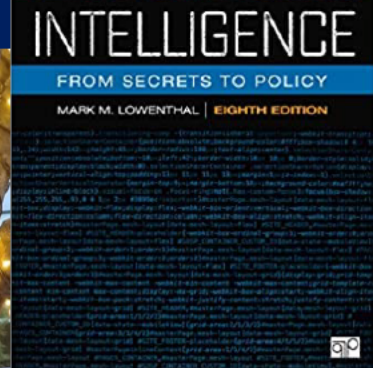
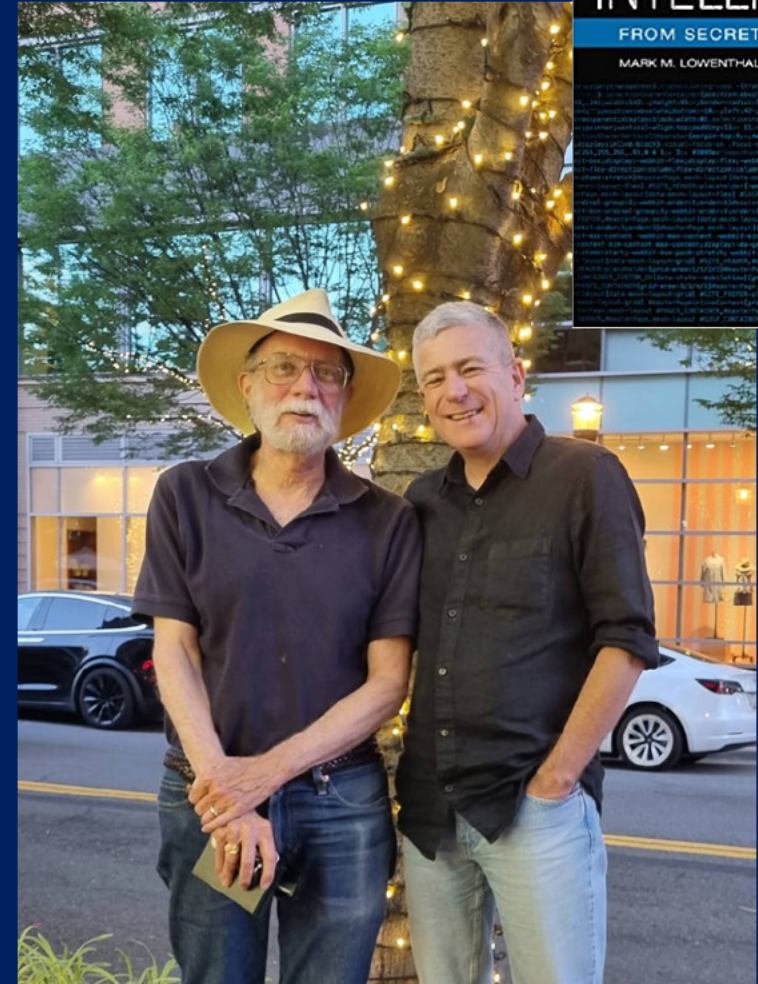
- 1998 Omagh Bomb: Public Scrutiny
- Operation 8: Trust takes years
- RWC 2011: The JIG, Cab O'Fee and the referee
- 15th March: Threats/Leads/Systems
- UPD: Bias, Fairness, Equity – the new frontier?
- Policy Failures, Intelligence Successes. Yeah Right

Purpose

Intelligence: From Secrets to Policy (Lowenthal)

‘Intelligence refers to information that meets the stated or understood needs of **policy makers** and has been collected, processed, and narrowed to meet those needs. Intelligence is a subset of the broader category of information. Intelligence and the entire process by which it is identified, obtained, and analyzed respond to the needs of policy makers...’

‘All intelligence is information; not all information is intelligence’

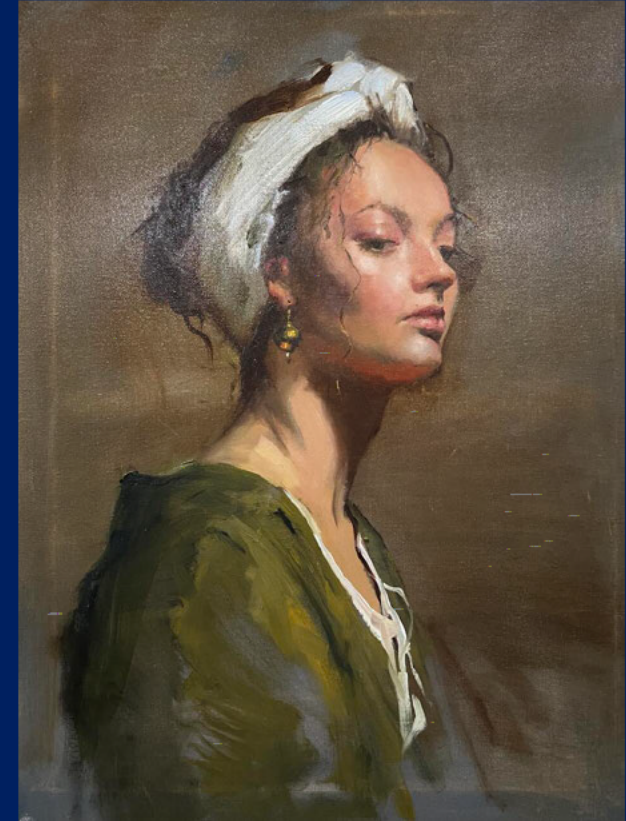


Intelligence as Decision-Advantage

Jennifer Sims

Senior Fellow, Chicago Council on Global Affairs
Director of Intelligence Studies – Georgetown University
2018

“.....intelligence is the collection, analysis and dissemination of information on behalf of a decision-maker in a competitive enterprise, **its purpose is to help one side win**”



Defining the role of the Analyst: Law Enforcement

'The analyst's role is to construct an image of the criminal environment and convey that picture to decision-makers.

The real target audience [is] the police chiefs who decide who does what..... by changing the thinking of a few key individuals, it is possible to positively influence the way that policing is conducted in large areas that cover millions of people'

s.9(2)(a) OIA

Defining the role of the Analyst – presence, engagement, non-verbal behaviour (Evans)

“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 practiced and when used successfully will contribute to the impact made”

Defining the role of the Analyst – Referent Power (Aleksandra Bielska – iIntelligence)

In intelligence, influence is often equated with expertise. However, real influence is largely a matter of **referent power**.

“Referent power denotes the ability to positively influence those around you, to inspire and motivate those eager to improve themselves. Referent power gives you recognition and respect, qualities that cannot be forced, only earned. It is critical to teamwork and collaboration, and to ensuring a healthy and productive workplace”

Innovation

Innovation in Intelligence



- Changing Criminal Environment
- Murder of Constable Matthew Hunt
- Frontline Safety Improvement Programme
- Tactical Response Model
 - Enhanced Frontline Training and Technology
 - Enhanced Frontline Access to Specialist Capability
 - Risk Based Deployment (Intelligence!!)

Innovation in Policing

Stuff ☰ national

Police create Evidence-Based Policing team to fight crime with data and research

Tommy Livingston · 05:00, Apr 28 2019

[f](#) [t](#) [r](#) [✉](#)



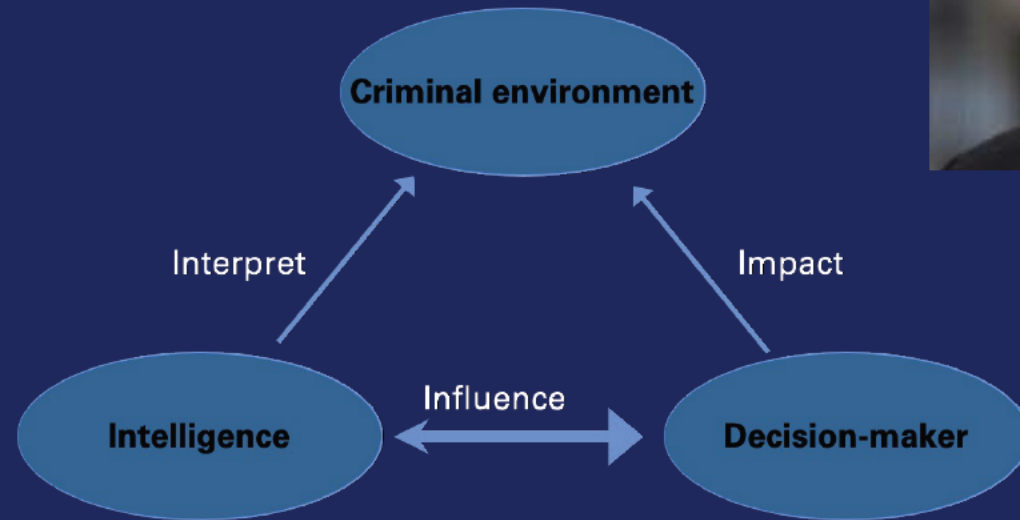
The Status Quo

- Culture
- Evaluation
- Influencing Decision-Making

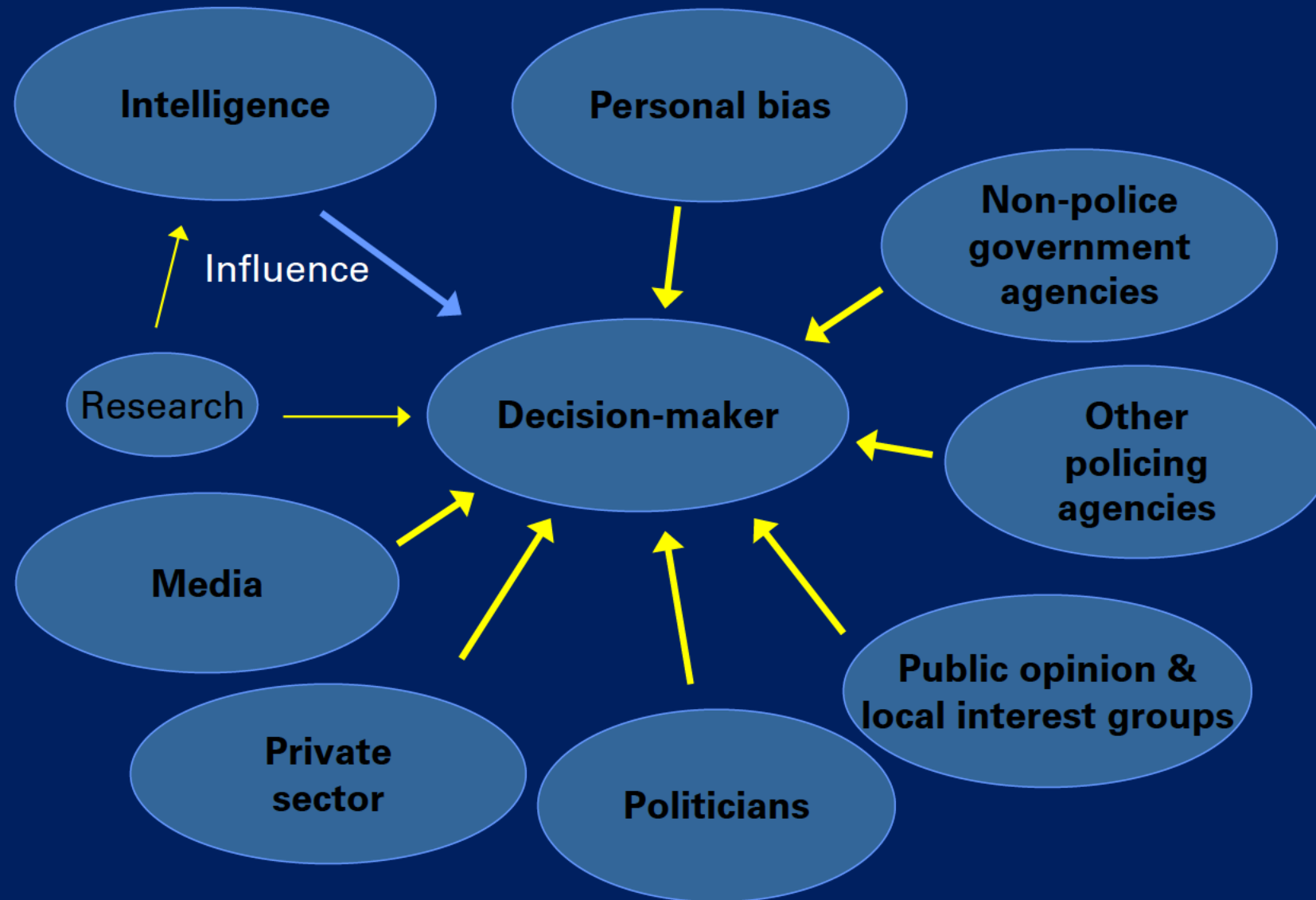
Innovation Tactical Intelligence Capability

The 4i Model

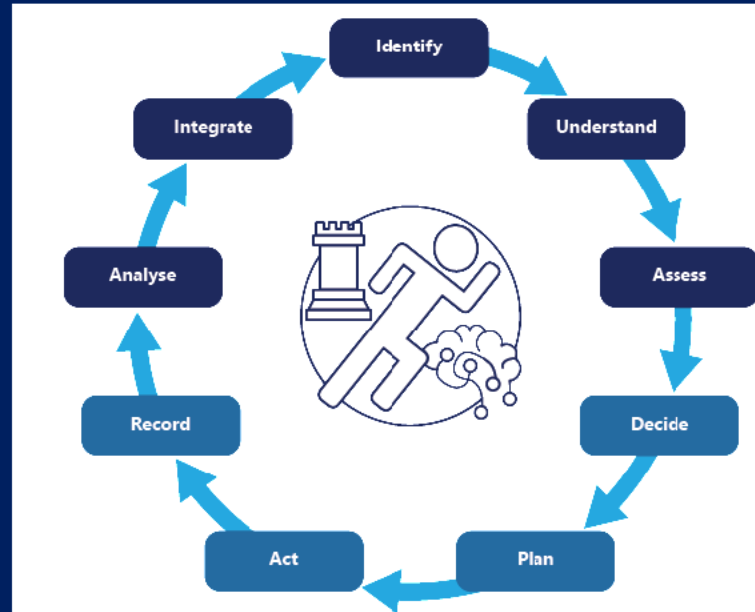
- Intelligence-Led/Driven/ENABLED Policing
- 28 new positions
- Scope set but no existing processes



Strategic Intelligence Reality



Tactical Intelligence



How

- Leadership (Agility)
- Culture (United)
- Analyst-Led (Experts)
- Relationships (Trust)

What

- Focus (Mission)
- Intel/Ops (Combined)
- Community Impact Assessments
 - Building Capability (Training)

Tactical Intelligence - Outcomes

- Intelligence will never outperform the decision-making structures it is there to support
- By changing the thinking of a few key individuals
- Real influence is a matter of referent power
- It's purpose is to help one side win



E tū ki te kai o te waka,
kia pakia koe e ngā ngaru o te wā

OUR BUSINESS TĀ TĀTOU UMANGA



» POLICING BY CONSENT - TO HAVE THE TRUST AND CONFIDENCE OF ALL »

WHY WE'RE HERE

HE AHA TĀTOU I TŪ AI HEI ROPŪ

OUR VISION



OUR MISSION
TO PREVENT
CRIME AND
HARM THROUGH
EXCEPTIONAL
POLICING



OUR PURPOSE
TO ENSURE
EVERYBODY CAN

BE SAFE
&
FEEL SAFE

WHAT WE DO

HE AHA Ā TĀTOU MAHI

OUR GOALS

- SAFE HOMES
FREE FROM CRIME
AND VICTIMISATION
- SAFE ROADS
PREVENTING
DEATH AND INJURY
WITH OUR PARTNERS
- SAFE COMMUNITIES
PEOPLE ARE SAFE
WHEREVER THEY
LIVE, WORK AND VISIT

OUR FUNCTIONS

- KEEP THE PEACE
- MAINTAIN PUBLIC SAFETY
- LAW ENFORCEMENT
- CRIME PREVENTION
- COMMUNITY SUPPORT
& REASSURANCE
- NATIONAL SECURITY
- POLICING ACTIVITIES
OUTSIDE NEW ZEALAND
- EMERGENCY MANAGEMENT

OUR OPERATING MODE

PREVENTION FIRST
"TAKING EVERY OPPORTUNITY
TO PREVENT HARM"



OUR RELATIONSHIP WITH MĀORI

TE HURINGA O TE TAI
"BETTER OUTCOMES FOR ALL BY
WORKING IN PARTNERSHIP WITH MĀORI"

HOW WE DO IT

HE PĒHEA E MANIA AI ETĀTOU

OUR PRIORITIES

- BE FIRST, THEN DO
STRENGTHENING HOW
AND WHO WE ARE AS
AN ORGANISATION
- DELIVER THE SERVICES
NEW ZEALANDERS
EXPECT AND DESERVE
UNDERSTANDING AND
PROVIDING WHAT THE
PUBLIC WANT FROM
THEIR POLICE
- FOCUSED PREVENTION
THROUGH PARTNERSHIPS
FOCUSED POLICE EFFORT
AND WORKING WITH
OTHERS TO ACHIEVE
BETTER OUTCOMES

OUR PEOPLE

- ARE:
 - SAFE AND FEEL SAFE
 - VALUED
 - FAIR TO ALL
 - COMPASSIONATE AND REFLECTIVE

OUR LEADERSHIP

- CREATING AN ENVIRONMENT WHERE WE:
 - LIVE OUR VALUES, INDIVIDUALLY AND COLLECTIVELY
 - ARE INCLUSIVE - EVERYONE CAN BE THEMSELVES
 - ENABLE OUR PEOPLE TO BE THEIR BEST, USING THE PIPF

OUR CULTURE

- COLLECTIVE EFFORT FOR SHARED OUTCOMES
- BRINGING HUMANITY TO EVERY INTERACTION

OUR PARTNERS

- WORKING WITH AND BESIDE:
 - GOVERNMENT AGENCIES
 - MĀORI, PACIFIC AND ETHNIC COMMUNITIES
 - COMMUNITY GROUPS
 - INDUSTRY AND BUSINESS
 - INTERNATIONAL PARTNERS



PROFESSIONALISM » RESPECT » INTEGRITY » COMMITMENT TO MĀORI & THE TREATY » EMPATHY » VALUING DIVERSITY

The Safest Country

Grand Hotel, Brighton 12th October 1984



Today we were unlucky, but remember we only have to be lucky once.

You will have to be lucky always

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