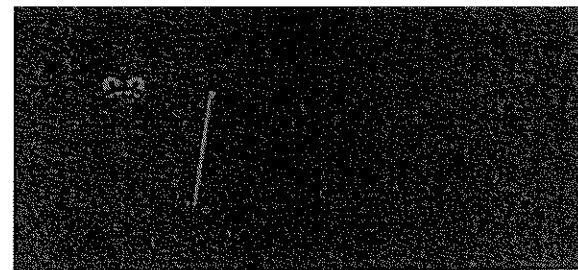


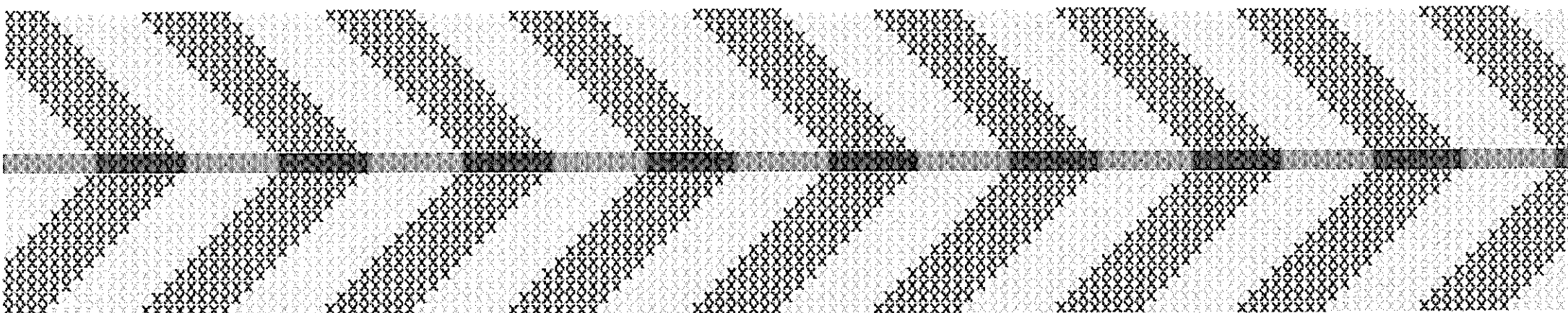


*E tū ki te kel o te waka,
kia pakia koe e ngā ngaru o te wā*



Transforming Intelligence 2021

NOVEMBER 2018



INFORMING OUR BUSINESS: CRITICAL COMMAND INFORMATION

CRITICAL COMMAND INFORMATION

EVIDENCE BASED OPTIONS

Identify the most effective and/or approved approaches to problems. Evaluate if what we're doing is working.

STRATEGIC PRIORITIES

Define overall business and set a period and priorities. Our business - present and future. Plan-driven climate.

PERFORMANCE

Monitor how well we are performing. Evaluate independence of around us, priority. Report performance against strategic objectives. Report performance against our business targets.

INTELLIGENCE

Monitor the world we sit in. Where and when do our vulnerabilities and weaknesses. Understanding of how others identify high risk areas. Identify our own. Collect against our targets.

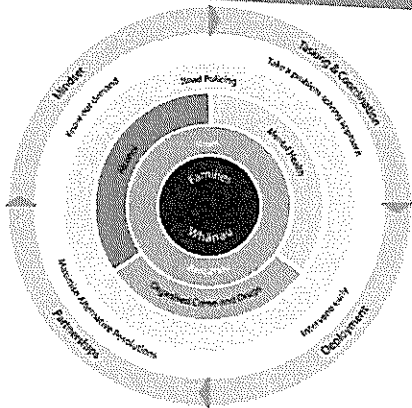
DEMAND

Know our demand. Define demand. Quantify demand. Set our own - production and profile.

ACTUAL STRENGTH

Know how many people we have to tackle problems. Define actual strength too. Estimate our production capability for each task.

TASKING



DECISION SUPPORT

Understand what information is being used. Determine tradeoffs and trends.

PRE-T&C MEETING

Identify decisions that are needed. Priorities.

INVESTMENT LOGIC

Know what outcomes we expect to deliver.

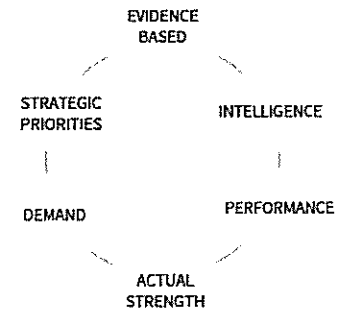
TACTICS TOOLKIT

Choose best tactics. Know which are most effective for this situation.

SINGLE DEPLOYABLE PICTURE

Focused on priorities. Clear problem definition. Targets resources. Suggests I&M options.

What works toolkit's tactics. Makes clear the trade off. What's coming over the hill?



CO-ORDINATION

PLANNED OPERATIONS

Know an overview and how to respond to plan to.

Respond to a set of conditions and overview the tasks to be planned. Understand by T&C, what we're doing and why.

MONITOR

Ensure we are doing what we said we would do.

Check if planned operations have been carried out. Check and update.

CO-ORDINATE

Resolve conflicting or overlapping priorities.

Coordinate the activities of various sites or resources. Check if it's working.

EVALUATE

Measure how successful we were and reasons for it.

Ensure decision makers are evaluated on the work they've done. Check if it's working.

IMPLEMENT

Have a plan for making it happen.

Check if it's working. Check and update. Check and update. Check and update. Check and update.


INTELLIGENCE: WHAT WE NEED TO BECOME


OPPORTUNITIES FOR INTELLIGENCE GROWTH AND DEVELOPMENT


“Become the world’s best Police intelligence capability”


>> PEOPLE


Checkered and engaged staff who are innovative and effective in making an impact.


 Address the high levels of attrition of qualified staff through urgent review of pay structures and extension to career structure and wellbeing


 Rebuild district structures; reinstate vacant positions; address attrition through PDIP refresh


 Invest in Intelligence leadership; maintain integrity of career pathways


 Extend the current intelligence organisational design to support cyber, geospatial, open source capability development

 Invest in specialist skill training to ensure capability is available for cyber, geospatial and open source

 Ensure staffing levels are sufficient and staff are trained to provide support to major events (planned and unplanned)


 Review the application of the district Rotation Policy to intelligence in light of its impact on professionalization and ability to deliver


 Expand and extend leadership opportunities in Intelligence especially in the integration of CCI


 Reflect the value of specialist expertise to the organisation through a review of current intelligence role structures including the DMI role


>> PRODUCTS


Precise and consumable insight that enables decision makers to have the desired impact on our targets and our business


 Position Intelligence at the forefront of support to Our Business targets through in depth understanding of the interrelationship between targets


 Translate intelligence into easily consumable insight that has impact with customers


 Support targeted precision policing through nationally-consistent processes and best practice guidance

 Integration with EBP: become an effective conduit between EBP and deployment

 Develop Collections capability: define and implement good processes and drive national consistency


 Develop capability investigations and analysis of cyber enabled crime to support organised crime interventions


 Extend consistency in professionalisation and product development across all intelligence functions to include those currently outside the NIC and districts


 Communicate and engage the business with key products. Develop and agree a strategic work programme


>> PROCESSES


Sustainable and flexible processes that enable analysts to be innovative and deliver a high quality service.


 Use the PHPF to support a culture of higher autonomy and greater alignment to Our Business and our group purpose


 Ensure Intelligence is well placed to support and inform the Deployment model through CCI


 Establish clear CCI processes and guidance to underpin product development

 Improve intelligence responsiveness to national security risks in a changing natsec environment

 Establish and reinforce national consistency (e.g. PDIP, DCCs); share innovations

 Enhance our ability to work across distance and professional boundaries





 Use organisational design to deliver support for better integration of districts and to share best practice & innovation

 Drive process improvement via the TDC model and integrate NIC and District intelligence activity

>> OUTCOMES

We deliver on our PHPF purpose and goals:

PURPOSE

-  Aligned to Our Business
-  Embedded PHPF
-  Clarity of purpose & role
-  Structurally aligned

ENABLED & EQUIPPED

-  Enhanced collections tradecraft
-  Engage partners, internationally networked
-  Enhanced expertise and capability
-  Confident use of advanced data techniques and tools
-  Deliver precise and predictive targeting picture

TRANSFORM

-  Visibility and value
-  Workforce wellbeing
-  Collaboration
-  Efficiency & reliability
-  Impact

INTELLIGENCE OPERATING MODEL: ACTION PLAN

OPPORTUNITIES FOR INTELLIGENCE GROWTH AND DEVELOPMENT

F1 Intelligence units are clear about our purpose and the contribution we make to the organization's mission, vision and goals, by delivering high value services.

STRATEGY

F2 Intelligence units are committed to a nationally consistent business model that supports innovation, sharing of best practice, and integration across sites and geography.

CULTURE

F3 Intelligence leaders build centres of technical excellence, and create team cultures that are focused on delivering valuable and valued service to the organisation.

LEADERSHIP

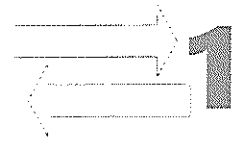
F4 Intelligence staff have high levels of skill and are adept at transferring existing skills to new criminal and social challenges.

CAPABILITY

F5 Intelligence staff are engaged, have the skills, knowledge, and experience needed to do their jobs, and are supported by their leaders to achieve their potential.

PERFORMANCE MANAGEMENT

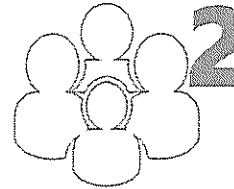
PURPOSE >>>>



1

ALIGNMENT

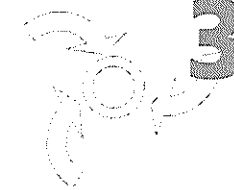
- Intelligence vision and role
- Product alignment to Our Business



2

INFLUENCE & IMPACT

- Prove to our clients what we can do for them
- Build strong client relationships emphasising trust, expertise
- Develop a comms strategy for intelligence brand and value



3

TASKING & COORDINATION

- Design a streamlined process for intelligence input
- Improve product quality
- Tailor inputs to Our Business
- Insight report development
- Integrate CCI and EBP through Insights Report development



4

DISTRICT UNITS

- Structure units to enable support to T&C
- Optimise existing investment

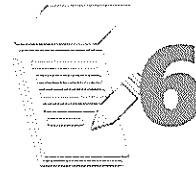


5

PARTNERSHIPS

- Engagement strategy - NZIC, FECEG/CIAG
- Develop joint targeting

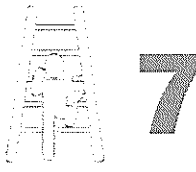
ENABLE & EQUIP >>



6

COLLECTIONS

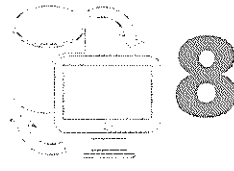
- Tradecraft
- Framework



7

RETENTION & REMUNERATION

- Career structure - PDIP
- REM structure - bands



8

SYSTEMS & TOOLS

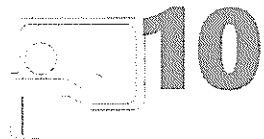
- Develop an intelligence systems roadmap, to include:
 - Geospatial tools
 - Joint data platform to consolidate and support integration



9

SECURITY

- Support for APEC
- Training for JIG/CIMS
- Secure comms capability
- Clearances

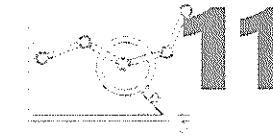


10

CAPABILITY / PHPF / TRAINING

- Geospatial
- Open source
- Cyber
- Intelligence for investigations
- DCC/Real time
- Leadership

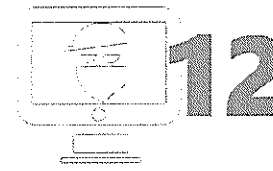
TRANSFORM >>>>



11

TARGETING DEVELOPMENT CENTRE

- Develop structure to support TDC
- Optimise resourcing
- NIC structural adjustment to support plan



12

CYBER/ ONLINE

- Develop skills and expertise in cyber intelligence



13

PRECISION TARGETING/OFFENDER PREVENTION TEAMS

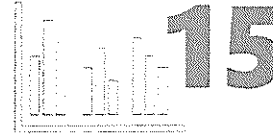
- Develop support for PTTs and OPTs



14

KEY PROCESS REVIEW

- Scanning - topic selection & synthesising
- Registry information management
- JIG/ISME/CIMS processes
- Quality review



15

PERFORMANCE FRAMEWORK

- Develop framework to understand measures of success - how we will know we are making a difference

ENABLING DISTRICTS: TARGET DEVELOPMENT CENTRES

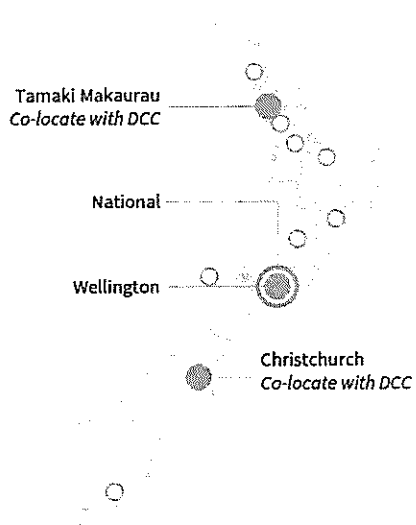
OUTCOMES

- 1** Deliver a **refined and precise** targeting picture to inform deployment decision making at all levels
- 2** Provide a **streamlined point of contact** for the operational business to access CCI information and proactively produce CCI for T&C
- 3** Streamline and make **more efficient** the process of scanning and collating data

POSSIBLE LOCATIONS

The TDC would have three hubs serving the entire country.

There is a potential for the Auckland/TM and South Island centres to co-locate with existing DCCs.

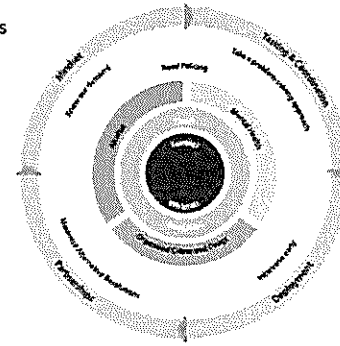


INTEGRATED CRITICAL COMMAND INFORMATION

Target Development Centre (TDC)

Integration of CCI functions into a multi-disciplinary team that provides joint synthesised approaches to insight development

- Evidence based policing
- Strategic priorities
- Intelligence
- Performance
- Demand
- Actual Strength



Support for Precision Targeting Teams (PTTs)

PTTs are a new initiative, **distinct from Police's frontline response** staff and detectives. They will be tasked to focus on **specific priorities and hardened criminals** that are causing disproportionate levels of harm to communities by committing **volume crime**.

Teams will be deployed via the **Deployment Model**. They will be 'agile' i.e. able to be deployed wherever and whenever needed.

Offenders will be prioritised using a **rigorous, scientific approach**.

Responses will be tailored to the offender and the offending, and resolution options will be focused on **reducing re-offending**.



Identifying and prioritising target offenders



Tasking the Precision Targeting Teams



Apprehension of offenders and holding to account

Key Intelligence functions

SCANNING
Open source scanning
Data analysis

TARGETING
Offender targeting
Performance
Evidence Based Policing
Forecasting

DCCs
Urgent FLINTS / alerting
Early warning

Develop a targeting picture of emerging risk

Strategic

- SPT - Intervention plans
- Annual/6mo review
- Drivers of demand

Tactical/Operational

- Further development of targeting package
- District/Area TCG
- Deployment Centre



DRAFT IN CONFIDENCE - FOR DISCUSSION PURPOSES ONLY

SPECIALIST CAPABILITIES

The TDC would provide specialist capability available within the centres, as well as supporting capability deployed nationally.



Open source intelligence analysis
Trained analysts able to conduct thorough open-source analysis to support intelligence, investigations and operations



Geo-spatial analysis
Time and space pattern analysis capabilities



Predictive Analytics
Advanced data mining and analysis tools to support



Specialist data platform to enable advanced tools
Ability to aggregate data specifically for intelligence purposes, and to facilitate access to real-time information for districts



Targeting packages for development locally
Regional centres produce targeting packages, distributed to area/district intelligence units for local knowledge value-add



Support for Precision Targeting teams in districts
Intelligence to support targeting of organised crime teams in districts



Deconfliction
Understand and deconflict the general targeting effort