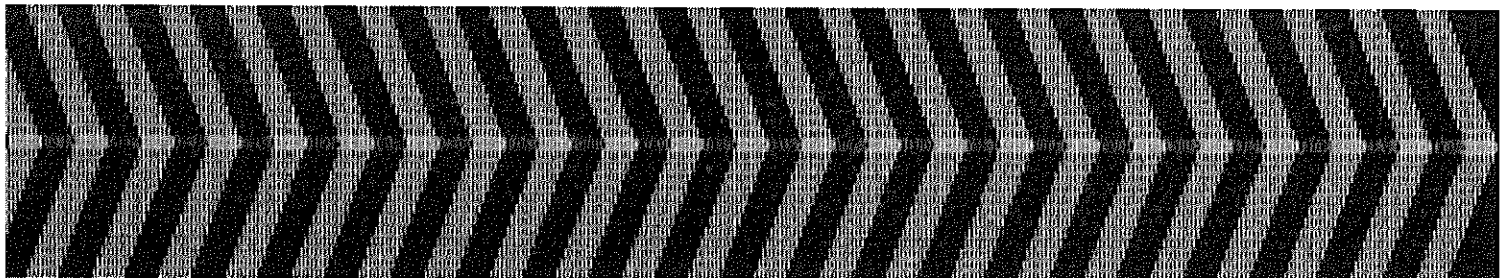E tū ki te kei o te waka,
kia pakia koe e ngā ngaru o te wā

NEW ZEALAND
POLICE
Ngā Pirihimana o Aotearoa

Transforming Intelligence 2021

PROGRAMME BRIEF

Version

Date	Version	Author	Description
16 January 2019	V0.1	███████	Draft
07 February 2019	V0.2	███████	Reviewed feedback from NIC Managers
11 February 2019	V1.0	███████	Reviewed following feedback
11 April 2019	V1.1	████	Update

Approved by

The following people have approved the plan:

Name	Role	Date	Signature
████████ ███	National Manager Intelligence		

Contents

Executive Summary

New Zealand Police intelligence has an excellent reputation for its quality service delivery and a high standard of professionalism of its intelligence capability. The existing national model deserves credit for maintaining this reputation over a period of 10 years since its inception. It should be celebrated for its establishment of fundamental operational structures and underpinning frameworks that remain critical to the effective functioning of intelligence.

Intelligence has been established within New Zealand Police (NZP) on the basis that it is a specialised task and one that requires continuous and dedicated maintenance, which has been key to its success to date. The profession of intelligence within NZP is grounded in a comprehensive training and development framework that defined the baseline conditions for professional competence within the workforce, establishes requirements for the conduct of intelligence activity and set standards for products and processes.

The impact of intelligence to effectively deliver Our Business and achieve the NZP mission of *'being the safest country'* can be defined by the level of integration it has with the operation and its relationships. The success of any model is commensurate with the level of effort and care that goes into ensuring that essential processes such as tasking and coordination, collection and scanning are specifically tailored to deliver the required outcomes.

The extent to which NZP achieves its mission of being the safest country should be seen as the measure of intelligence success. Delivering quality relevant and timely product to optimise decision making across Our Business to achieve the targets is the primary role of intelligence and brings about trust and confidence.

However, after almost 10 years we should challenge and test if the model is still fit for purpose. There have been a number of significant changes in our operating environment since 2008 including the event in Christchurch last month. We have seen a number of policing excellence projects change the landscape with District Command Centres, Mobility and a demand for 'real-time' intelligence. An increasing dynamic crime environment poses new threats and new modus operandi. Cyber enabled crime and transnational organised crime targeting opportunities are examples of these.

More recently, we have seen a revision of the deployment model that asks us to carefully consider the intelligence role alongside a range of other critical command information (CCI) components. This represents a clear requirement to clarify what intelligence does. NZP need to take advantage of what the CCI can jointly bring together a synthesised insightful result to ensure choices we make about where we can invest our resources are the right ones.

Technology continues to develop at pace creating new opportunities to develop intelligence tools that can refine our targeting picture and drive efficiencies. Shifting to an online environment provides new scope for intelligence to innovate and influence a broader range of client and stakeholder.

Two key work programs, Tamaki Makaurau and Evidence Based Policing conceptualise new ways of approaching targeting development centres and deployment models. Intelligence can contribute to these, there are clear opportunities for us to refresh and serve its purpose.

National Intelligence Manager

New Zealand Police Intelligence Model

1. Background

New Zealand Police has a long standing National Intelligence Operating Model. It consists of a National Intelligence Centre (NIC) and District Intelligence Teams.

National Intelligence

The National Intelligence Centre reports to the DCE Service Delivery and consists of the following teams:

> Analytical Services Group
> Intelligence Operation Group
> Security Intelligence Threats Group
> National Drug Intelligence Bureau
> Child Sex Offender Register
> Gang Intelligence Centre
> Advisory Group

This centre has typical management, intelligence functional roles and support roles including dedicated Registry staff and system support roles.

District Intelligence

The District Intelligence Units report to District Prevention Managers. District Intelligence Teams are led by District Intelligence Managers (DMI), have intelligence analysts, collection coordinators and field intelligence officers and support officers. Some district teams have performance analysts within their teams.

2. History

Prior to 2006 Intelligence-led policing in New Zealand Police (NZP) was primarily lead by local initiatives at District or Area levels. In 2007 New Zealand Police appointed the first National Manager: Intelligence. A programme of work with 15 key deliverables established an Intelligence Framework which included a National Intelligence Centre, District and Area Intelligence Units and tasking and coordination function. By 2009 deliverables achieved a strong intelligence framework, functions and intelligence operational arm within New Zealand Police.

Since 2009 certain Ministerial priorities and legislative changes have facilitated the introduction of some functional teams; ie the Child Sex Offender Registry and the Gang Intelligence Centre, these are established in the NIC structure.

A range of smaller specialised groups such as the National Organised Crime Group (NCOG), the Communications Centre Intelligence Unit (CCIU) and the Financial Intelligence Unit (FIU) have evolved intelligence teams that were not directly linked to the original intelligence framework. Specific intelligence roles that are based in fusion centres; ie ITOC, and TSU have grown within the NIC structure.

District Intelligence Teams are multi-disciplined teams with varying structures. They continue to perform intelligence functions and report to District Prevention Managers.

3. Positioning for future challenges

Our vision is to support New Zealand Police's vision of *being the safest country*. We have refreshed our purpose and continue to align with the Police High Performance Framework.

The Service Delivery business model enables us to partner and align in new ways to deliver the best intelligence. Alignment to *Our Business* targets would be enhanced by having:

- an improved scanning platform,
- prioritisation models,
- use of predictive tools to inform deployment, and
- support new precision policing approaches
- improved national security capability.

New opportunities exist in enabling districts by target development and critical command information through 3 CCI Target Development Centres (CCITDC) hubs serving the entire country. Intelligence contribution to target development centres could provide synthesised insightful critical command information to ensure the choices we make about where we invest our resources are the right ones.

The development of the National Security Intelligence Group (NSIG) will create a multi-disciplinary and multi-agency team that provides a national view of individuals and groups at risk of radicalisation or acting on extremist ideologies.

In addition, Open Source Intelligence (OSINT) will deliver open source intelligence (OSINT) scanning capability to support decision-making and build wider-organisational perspective and awareness of our online community.

We should take every opportunity to be visible and prove to our clients what we can do for them. We must continue to find new ways of getting our findings to a range of different clients.

Our human resources environment is no longer stable, we need to make progress on improving staff wellbeing and retention. An enhanced career structure and clearer professional development pathways can provide a richer sense of belonging. A commitment to value, grow and develop our people will support sustainability of the workforce.

The dynamic crime environment posing new threats means we need to keep pace and build knowledge and skills in the cyber environment. Investment in different approaches, methods and capability will be a significant step change to improve our response to transnational organised crime.

Enhancing internal, external and international relationships will improve our opportunities to leverage learnings, better understand vulnerabilities and develop joint global targeting with partners. We will also focus our efforts in re-invigorating intelligence connectivity between intelligence groups.

Substantial events during 2021, not limited to hosting Asian Pacific Economic Committee (APEC) meetings and events, provides opportunities to re-establish more formal structures to support major events and build our capability.

'Transforming Intelligence 2021' (Ti21) sets our strategic focus. It groups our opportunities to improve our service and proposes a significant effort to achieve our desired outcomes. This brief proposes a direction and sets the course of action for implementation.

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Programme Definition

4. Strategic Context

The key forces creating an environment for change includes the need for Police to respond quickly. What we do to **keep people safe** and how Police **make people feel safe** is our key purpose. The primary role of intelligence is to provide quality relevant and timely products that is critical to New Zealand Police achieving **Our Business** goals.

Intelligence can support the NZP operating model by alignment with business units, improving ourselves, understanding what works and measuring what we do. Aligning our intelligence picture by scanning across platforms will provide information to prevent crime and target offenders. Our focus includes:

- Influence and impact with decision makers (T&C, integration of critical command information)
- Delivery of precise and predictive targeting (Target Development Centres)
- Alignment to Our Business
- Intelligence tools and systems
- Our people capacity
- Alignment to Police High Performance Framework

In addition to alignment of our efforts we expect refreshing our current operating policies aligned to our people, and our practices aligned to our products will gain improvements that ensure we remain fit for the future.

We aspire to give senior leaders and front line police the best intelligence, so we need to transform what we do. We have developed 'Transforming Intelligence 2021' (Ti21) (Attached). This outlines areas of strategic focus and groups our opportunities to improve our service. Our refreshed vision is to '**become the world's best Police intelligence capability**'.

A significant effort will be required to implement our desired outcomes. Transforming Intelligence (Ti21) will take two years to implement. This brief outlines our first steps towards evolving our strategic outcomes into action planning and activity.

5. Strategic Themes

Our Ti21 opportunities can be grouped into the following strategic themes:

Theme	Objective
Purpose	Intelligence staff produce products and advocate our vision to **become the world's best Police intelligence capability** so clients have trust and confidence in our service delivery. All staff know and subscribe to producing intelligence work contributes to Police achieving **Our Business**, our ability to gather and analyse critical command information ensures that Police deploy staff and target the right things to impact **being the safest country**.
Transform	We will operate making the best use of technology to provide a more precise set of products and agree prioritisation methodologies that make our deployment and targeting efficient and effective. Intelligence staff with specialised skills and capability will be embedded in Target Development Centres, they will scan and produce products that support Precision Targeting Teams.
Enable and Equip	Leadership development and a commitment to staff wellbeing where people build skills and have opportunities to develop through experience will be evidenced by a capable sustainable workforce. Our training development programme ensures that staff progress and are remunerated at a level that is equal to market value. Our intelligence leader's application of Police High Performance Framework will result in consistent repeatable performance that can be demonstrated through a series of standardised measurement frameworks.

Programme Outcomes and Objectives

6. Key Outcomes and Objectives

A number of key outcomes are now sought, in order to implement our goals a programme of work and activity and effort to bring things to life are described in the objectives set out below:

PURPOSE

Outcomes	Objective
Aligned to *Our Business*	We aspire to be the **world's best Police intelligence capability**, 100% of our inputs and outputs are aligned to *Our Business*, we service the needs of our clients to ensure Police achieve their outcome of **being the safest country.**
Embedded PHPF	All intelligence leaders build capable teams, our people are clear about our purpose, and we are engaged and seek innovative solutions. We will continue to use innovation to keep up with the criminal environment. We operate in a focused manner to deliver the most valuable service, we are committed to excellence and our leaders set clear expectations and provide support to get the job done. Our work is valued 100% of the time.
Clarity of Purpose and Role	We will work collectively with all our customers so we understand what their needs are. By December 2019 we will have evaluated our work with full appreciation of our effort and impact A detailed operational model and framework that underpins our role and prioritisation will guide resource decisions to ensure we are efficient and have impact will be developed and deployed by March 2020.
Structurally aligned	By July 2019 the National Intelligence Centre and Target Development Centres (TDC) structure will establish new service delivery requirements. New specialist positions will find emergence of best practice (data, cyber, on-line, scanning) to gain efficiencies that will inform TDC's and District Intelligence Teams. District Intelligence Teams will be valued and resourced and attrition rates will reduce by 15%. We will influence and agree a DMI recruitment and induction process that recruits appropriate intelligence leaders and supports them to align best practice in districts.

ENABLED AND EQUIPPED

Outcome	Objective
Enhanced Collections Tradecraft	By August 2019 we will have documented best practice tradecraft and a collections framework. We will build stronger collections capability. Robust engagement and training for collections coordinators and field officers. We will be clear about gathering and recording information for intelligence. Our standardised collections framework will gain scanning efficiencies and by December 2019 analyst will scan emerging trends quicker with more accuracy. Intelligence is embedded in Target Development Centres which are established in three main centres to provide strategic and tactical information that supports NZP to achieve their strategic goals and enables Precision Targeting teams. We develop enhanced scanning ability, agree on our priorities and grow predictive capabilities.
Engaged Partners, internationally networked	We will lead engagement at a strategic level with NZ intelligence community and by October 2019 we will agree an 'intelligence profession' action plan that focuses on a system approach. Our continued engagement with international partners will enable the identification of our vulnerabilities and opportunities for our Five Eyes partners to priorities and create an on-going action plan by December 2019.
Enhanced expertise and capability	By July 2019 we will have established new specialist position (data, cyber, geospatial and open source experts) to better scan our threat landscape and provide real-time critical command information for decision makers to effectively and efficiently deploy resources.
Confident users of advanced data techniques and tools	By January 2020 our specialist positions would have developed insights to apply best practice models and 100% of intelligence staff will be trained how to use them.
Deliver precise and predicative targeting picture	Operating practice and process will be modernised, be efficient and on point to meet the client's needs. Our scanning and products will ensure that CCI information provides accurate insights for deployment. By November 2019 Precision Target Teams will be actively involved and will contribute to **Our Business**

outcomes, they are deployed and make an impact to target offending and keep our communities safe.

TRANSFORM

Outcome	Objective
Visibility and value	By May 2019 we will have a Communication and Engagement strategy that ensures we have greater visibility and our products reach a wider audience.
	By August 2019 we will find new ways of converting our knowledge gleaned from our products and make them more consumable to a greater number of stakeholders. New channels of communication will be exploited (e.g. mobile app's).
	We will conduct surveys and by December 2019 ensure that 90% of our respondents have viewed, used and found our products support them in their day to day activity.
Workforce wellbeing	By April 2019 phase one of our remuneration strategy will be implemented.
	By May 2019 phase two of our remuneration strategy and business case will make recommendations that result in a reduction in staff attrition rates.
	By December 2019 a revised professional development structure will be prepared for consultation. An implementation and transition plan will be developed and deployed.
	By Jan 2020 an emerging leadership development framework is established, staff with leadership potential and aspirations commence structural development opportunities.
	By February 2020 a training plan (driven via APEC requirements) is deployed, staff are trained and capable of providing critical command information during a major event.
	By June 2020 we have influence and agreed a revised District Manager Intelligence rotation policy that supports sustainable intelligence leadership development and capability.
Collaboration	We will maintain and foster our collaborative relationships and our fusion centre footprint will grow, both external and international partners continue to seek out and build relationships with us and we reach out to others to join up to be effective and efficient.

By April 2019 we will contribute to the establishment of NZ Transnational Organised Crime Unit.

Through collaboration with Evidence Based Policing we will establish an integrated approach to better support deployment by June 2019.

Efficiency and reliability

By January 2020 we will implement an action plan from the findings of our evaluation and find solutions to have the drive the greatest possible impact.

During 2020 we will implement our training plan (linked to APEC) to build capability to reliably support major events.

Exercises, guardians and resolutions will support on-going capability improvements.

Impact

By December 2019 we will have established a measurement framework and be able to track our performance and impact.

We will establish a quarterly and annual review assessment to measure our performance, track our impacts and refresh an annual action plan to drive continuous improvement.

Programme Implementation Plan

7. Introduction

The scale and scope of our strategic objectives requires a substantial effort and will take time to implement. A programme of work will be ensue, in which smaller distinct projects will emerge to achieve our outcomes.

This programme implementation brief describes implementation at a high level. Each project will need more detailed planning in order to deliver on our vision. This plan outlines:

Resources

Programme Directive

Programme Governance

Programme Deliverables/Milestones

Interdependencies

Scope definition

Project controls

Early Engagement

Clearly this work has interdependencies that will mean the deliverables will need to be planned, prioritised and progressed in various work streams.

8. Resources

There is no specific funding set aside to achieve implementation of the Ti21 strategy. A dedicated Programme Manager supported by a business analyst will be required to lead the progression of projects.

This is a finite programme, no new positions will be created, and instead resources will be seconded through expressions of interest.

Project leads will be identified as the prioritisation of projects becomes evident. Leads will emerge and are likely to be existing roles within Police intelligence teams. Some projects will require input from subject matter experts and workshop participants. Existing advisory groups will be utilised or new advisory groups will be established as and when required.

This work is a high priority and it is expected that a wide range of human resources will be used to build and design the best solutions that will work.

Projects that attract operational costs will be required to be funded from within existing financial appropriation. Recommendations or options of capex costs will require appropriate business case development and approval by existing Police governance boards.
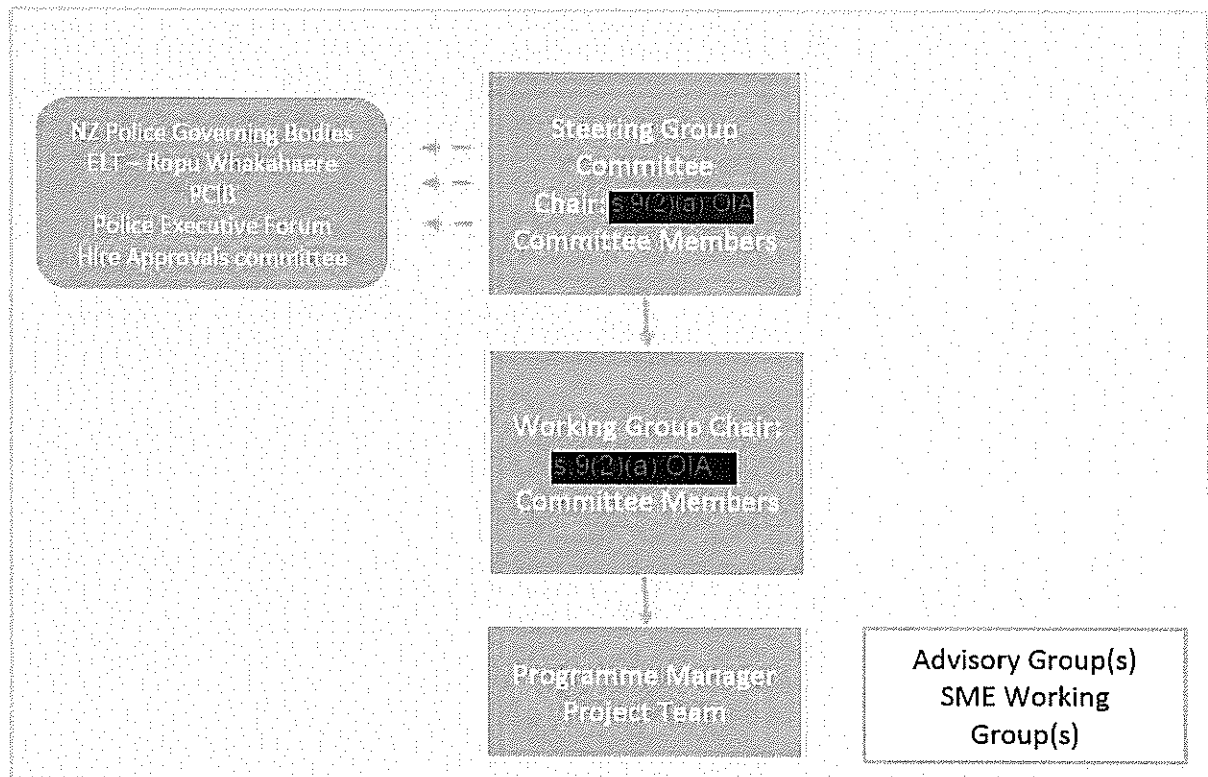
9. Programme Directive

The Ti21 has been sponsored by the DCE – Service Delivery ███████ The Senior Leaders Team and Executive Leadership Board have noted and endorsed the strategic approach and seek to be appraised on implementation as it progresses.

Programme Baseline

Programme Role	Name	Title
Programme Sponsor	███████	DCE Service Delivery
Programme Owner	███████	National Intelligence Manager
Programme Lead	███████	Manager National Intelligence Centre
Programme Manager	TBC	TBC

10. Programme Governance

The size of the transformational change including the number and range of deliverables dictates two tier structure that provides directional setting, maintaining scope and an assurance of internal controls. Critical decisions will need to be made with the right authority.

The diagram shows an organisational structure with the following boxes:

- NZ Police Governing Bodies, ELT – Ropu Whakahaere, PCIB, Police Executive Forum, Hire Approvals committee
- Steering Group Committee, Chair: s.9(2)(a) OIA, Committee Members
- Working Group Chair: s.9(2)(a) OIA, Committee Members
- Programme Manager, Project Team
- Advisory Group(s) SME Working Group(s)

11.   Steering Group Committee

This programme establishes a Steering Group Committee.

The steering group committee will be chaired by the Programme Sponsor and will include senior leaders from New Zealand Police. Their roles and responsibilities include.

1. Lead the programme implementation ensuring activities remain on-track

2. Direct, inform and provide advice to the Working Group

3. Make decisions, approve or refine recommendations ensuring these are aligned to Our Business

4. Agree and actively sponsor recommendations to SLT and/or ELT or other Police governance bodies

5. Monitor and assess the activities and alignment or interdependencies with other strategic programmes

6. Monitor organisational risk and dependencies

7. Advocate and champion Ti21

8. Participate in regular meetings and progress action items

9. Ensure appropriate liaison with partner agencies

The steering group committee members are:

Role	Name	Title
Chair	s.9(2)(a) OIA	DCE Service Delivery
Member	s.9(2)(a) OIA	(Acting) AC Performance
Member	s.9(2)(a) OIA	AC Serious and Organised Crime
Member	s.9(2)(a) OIA	AC International and National
Member	s.9(2)(a) OIA	Deputy Commissioner - Districts
Member	s.9(2)(a) OIA	National Manager – Comms Centre
Attendee	s.9(2)(a) OIA	National Intelligence Manager
Administrator	s.9(2)(a) OIA	Executive Assistant

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

12. Working Group

The working group will be chaired by the Programme Owner, National Manager Intelligence; s.9(2)(a) OIA . Its members will include Police and external agency staff, a programme lead; Manager National Intelligence Centre; s.9(2)(a) OIA and a Programme Manager (TBC). Their roles and responsibilities include.

1. Lead the programme implementation ensuring activities remains on-track

2. Support, direct, inform and provide advice to the Programme Manager

3. Make decisions, approve or refine recommendations ensuring these are aligned to Our Business

4. Ensuring that scope of the project aligns to the key desired outcomes

5. Ensure that the programme progressing within established timeframes

6. Identify risks, recommend mitigations and report these to the Steering Committee

7. Decision of resourcing the programme, project and advisory group(s)

8. Monitor and assess the activities and alignment or interdependencies with other strategic programmes

9. Advocate and champion Ti21

10. Participate in regular meetings and progress action items

11. Report to the Steering Committee

The working group members are:

Role	Name	Title
Chair	s.9(2)(a) OIA	National Intelligence Manager
Member	s.9(2)(a) OIA	Strategic Advisor
Member	s.9(2)(a) OIA	District Manager Intelligence
Member	s.9(2)(a) OIA	District Manager Intelligence
Member	s.9(2)(a) OIA	Deputy Chief Information Officer
Member	s.9(2)(a) OIA	Principle Strategic Advisor
Member	TBC	External Member
Member	s.9(2)(a) OIA	Manager National Intelligence Centre
Programme Manager	TBC	Programme Manager Ti21

The working group will meet fortnightly 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.

13. Programme Lead and Programme Manager and Project Team

The progress of implementation of the strategy requires a programme lead, and Programme Manager. A project team will emerge. The project team is:

Role	Name
Programme Owner	s.9(2)(a) OIA
Programme Manager	To be confirmed
Project/Business Analyst	s.9(2)(a) OIA
Project/Business Analyst	s.9(2)(a) OIA
Administrator	To be confirmed

Due to recent events and the knock on effect on personal, the role of the Programme Manager is being re-evaluated and will be re-defined and advertised shortly.

The Programme Owner will support the Programme Manager who is accountable for the programme deliverables.

The Programme Manager has accountability for all of the day to day activities, which will include project planning, project design and general project activity (workshops, meetings, development of products, and preparation of briefing, options or recommendation papers, communication and engagement, monitoring and reporting, and sourcing funding to achieve outcomes).

Specific project leads will be identified to progress each project. There are a variety of opportunities which need to be acted on immediately, where appropriate the Programme Owner and Programme Manager will negotiate resource requirements.

Programme Deliverables

Key Programme deliverables are :

The table below establishes the first quarter deliverables. These have been developed based on high level requirements and identification of the identified priorities.

Following the implementation phase it is expected that the Programme Manager and Programme Owner would have identified more project leads who will be responsible for completion of more detailed project planning.

14. Key Milestones

Establish Project Team	April 2019
Define the programme of work	May 2019
Define the tasks	June 2019
Undertake tasks	June – June 2020
Review Results	Aug 2020

15. Dependency/Interdependences

The programme of work has dependencies and interdependencies. Below highlights programme level dependencies. Further interdependencies will emerge as each project within the programme develops. These will be consolidated following the development of project briefs to minimise slippage and prevent duplication.

Interdependency	Owner	Date to be confirmed
The appropriate resource is available to support project delivery	Business Owner	February 2019
Tamaki Makaurau implementation	TM Committee/Steering Group	June 2019
Obtaining appropriate sustainable resources and approval to implement specialist capability positions	Business Sponsor and Business Owner	June 2019
Evidence Based Police programme,	Business Owner (DCE Service Delivery)	May 2019

interdependencies and implementation		
Critical Command Information framework (Insights reporting) refresh	Business Owner (AC Performance)	May 2019
TDC establishment is reliant on other business unit property and resource alignment	Business Sponsor Integrated response with TM Committee	To be confirmed
Implementation of ICT requirements	Business Sponsor and ICT programme	To be confirmed
Efficiency and reliability – capability building	Business Owner and APEC AC	To be confirmed
Change management and influence of other business units (Prevention, RNZPC)	Business Sponsor, Business Owner (DCE Service Delivery)	To be confirmed
Other ICT upgrade projects	Intelligence Community	To be confirmed

16. Scope Definition

In Scope

The refresh of the intelligence framework is wide ranging which includes people, process and product. The programme of work is significant, managing the development of transforming while maintaining carries programme risk. Each work stream plan should outline the scope of the work in more detail to ensure the outcomes we seek in each area are clear and that work is de conflicted. This is needed to avoid ambiguity and cross over off responsibilities.

Other projects in Police are running simultaneously and have interdependencies. APEC Security 2021 and the secure communications and RIOD upgrades are examples.

Out of Scope

As described in the dependencies/interdependencies section there are certain deliverables that this programme expects to achieve and will be fully engaged with; eg support of precision targeting teams. The implementation and development of these teams are aligned to other business group owners and therefore the establishment of these groups are in scope for this programme, but rely heavily on other decisions made by Police Executive.

17. Programme Controls

Sponsor and Owner

The business sponsor has overall responsibility to ensure that the Steering Committee make decisions within their mandate and operate as intended.

The business owner has overall responsibility to ensure that the programme and work develops within scope, on time and within the allocated budget. Programme controls will be established to ensure that timeliness and quality management remains on track.

Detailed project plans will define objectives, benefits, deliverables, scope and intended outcomes prior to commencing work. The business owner will approve all plans.

Decision registers and reporting requirements will enable the Programme Manager to track progress or identify risk and issues. The programme team will report and make recommendations to the business owner and Steering Committee.

Risk

Programme and project risk is inherent in transformation change programmes. A formal and systematic risk management approach will be adopted.

Risk workshops and risk and issues registers will be established to identify and manage project risk. Identified risk will be noted, monitored and regularly reported to the Project Owner and the Steering Committee.

Quality Assurance Status Reporting

The Programme Manager will implement quality and assurance mechanisms to provide an assurance of the programme. Project leads will provide regular reporting to the Programme Manager. Information from the project leads will enable status reporting to the Steering and Working Groups.

18. Consultation and Engagement

Project consultation and engagement is required.

Consultation with the following groups have taken place:

- Managers and Supervisors – National Intelligence Centre
- District Intelligence Managers – All
- District Commanders – All
- Senior Leadership Team – All
- Executive Leadership Team - All

Continued consultation and engagement is required. An intensive phase one approach will commence during the early months of 2019. A communication plan will be developed to outline our phase two engagement approach as well as an overarching communication strategy.

Purpose

Consultation and engagement is designed to

- Communicate the strategic intent
- Seek endorsement and support from leaders
- Listen and seek feedback from stakeholders
- Refine the strategy
- Initiates our communication activity

Responsibilities

The Business Sponsor and Business Owner are responsible for initial consultation and engagement. This will be achieved by a series of face to face meetings, group forums, workshops and email updates.

The programme lead will be responsible for developing a sustainable communication strategy.

Activity

Continued consultation includes

- Meetings with District Commanders
- Meetings with District Leadership Teams
- Meetings with National Office – Business Group Leaders
- Forums with National Intelligence Centre staff
- Forums with District Intelligence Teams
- Meeting with international partners
- Meetings with key external stakeholders
    - MBIE, Customs, NZDF, MPI, IR, Corrections

Timeframes

The initial consultation and engagement proposed timeframes are:

Stakeholder	Responsibility	December	January	February	March
Executive and Senior Leaders	Business Sponsor	x			
National Office Intelligence Leaders	Business Sponsor and Business Owner	x	x		
District Intelligence Managers	Business Sponsor and Business Owner	x	x	x	x
Intelligence Staff	Business Owner and Managers (National and District)		x	x	x
National Intelligence Centre staff	Business Owner		x	x	
District Intelligence Teams	Business Owner National Intelligence		x	x	x
PNHQ Business Group Leads	Business Owner		x	x	x
District Leadership Teams	Business Owner		x	x	x
External Stakeholders	Business Owner			x	x
International Partners	Business Owner			x	x

Key National Office – Business Group Leaders

The list below identifies the National Office business group leaders (not limited to) that will be consulted:

Who	Role	Business Group
s.9(2)(a) OIA	Assistant Commissioner	NATSEC
s.9(2)(a) OIA	Assistant Commissioner	Response and Operations
s.9(2)(a) OIA	Assistant Commissioner	Prevention and Road Policing
s.9(2)(a) OIA	National Manager	Prevention
s.9(2)(a) OIA	Prevention Manager	Deployment
s.9(2)(a) OIA	National Manager	Road Policing
s.9(2)(a) OIA	Manager	NCCC
s.9(2)(a) OIA	Director	Performance and Insights
s.9(2)(a) OIA	Project Director	Evidence Based Policing
s.9(2)(a) OIA	Team Leader	Org and Implementation
s.9(2)(a) OIA	Head of Org Unit	Crime Group

[s.9(2)(a) OIA]	Deputy Chief Information Off	Business Enablement
[s.9(2)(a) OIA]	Executive Director	Strategy and Transformation
[s.9(2)(a) OIA]	Director	Royal New Zealand Police College
[s.9(2)(a) OIA]	Director	Technology Development
[s.9(2)(a) OIA]	National Manager	High Tech Crime Group
[s.9(2)(a) OIA]	Chief Data Scientist	Data Analytics Unit
[s.9(2)(a) OIA]	National Manager	FIU Asset Recovery
[s.9(2)(a) OIA]	National Manager	NOCG
[s.9(2)(a) OIA]	Business Lead	Prevention – Family Violence
[s.9(2)(a) OIA]	Prevention Manager	Prevention
[s.9(2)(a) OIA]	Deputy Commissioner	National Operations

Feedback

An email address transformintel2021@police.govt.nz has been established to collect and collate feedback.

19. Next Steps

Programme initiation activities are a priority. These include:

- Continued consultation and engagement
- Establishment of Steering and Working Group(s)
- Initial Steering and Working Group(s) meetings
- Recruitment and induction of Programme Manager (on hold)
- Recruitment of project team member(s) and/or project leads
- Development of detailed project briefs
- Establishment of advisory/working groups
- Risk workshop and project template development

20. Appendix 1. Schedule of Tasks

To be revised and confirmed by the project team.

Outcome	Work stream	Description	Predictive Milestone
Implement	Implementation	Secure programme and project resources to implement the programme.	March 2019
		Establish governance boards, confirm TOR's, regular meetings.	March 2019
		Develop project templates for project establishment and reporting	March 2019
		Implement engagement and consultation plan.	March 2019
		Programme Manager –on boarded	18 March 2019
		First Steering Group meeting	18 March 2019
		Project/Business Analyst – on boarded	18 March 2019
		First Working Group meeting	2 April 2019
		Identify and assign project leads. Hold project lead workshops. Establish best practice (project), risk, decision and issues register, and confirm stakeholders and communication plan.	April 2019
		Establish project controls	April 2019
		Detailed project planning	April/May 2019
		Revised programme deliverables and review the Gantt chart	May/June 2019
Clarity of Purpose and Role	Evaluation	Commence evaluation (stocktake, baseline review) that provides an assessment of intelligence input, output and outcomes of our performance	April/May 2019
	STP	Our leaders will continue to refine and drive the NIC STP.	March 2019
	STP	NIC and District STP's are aligned	March 2019
	Service Design	Hold service design workshops to determine service delivery needs and develop our road map.	March/April 2019
	Service Design	Determine future service design requirements and priorities	May 2019
	Operating model	Document detailed operating model and framework	January 2020
Structurally Aligned	District Intelligence Team(s)	Assess resource allocation, vacancies, attrition trends, vacancy wait time and commence engagement	April 2019

	District Intelligence Team(s)	Engage Senior Leaders and National Prevention Manager	May 2019
	National Intelligence Centre	Align the NIC structure to support our Strategic Plan	July 2019
	Target Development Centre (TDC)	TDC Auckland, Wellington and Christchurch are operational (interdependencies with Outcomes linked to the Target Development Centre page 17)	July 2019
	Tamaki Makaurau	Support the TM effort to transform into one district	On-going
	District Intelligence Teams	Agree service level agreement(s) Districts to support reduction of attrition rates	Sept 2019
Enhanced Collections	Collections	Engage and develop strengthened relationships across District Intelligence and Operating teams	On-going
	Collections	Promote ICC and FIO roles to influence recruitment	On-going
	Collections	Consult on collections framework and guidelines	Feb 2019
	Collections	National conference and workshops	March 2019
	Collections	Collect ICC and FIO training needs	March 2019
	Collections	Write national collections framework and best practice guidelines	March 2019
	Collections	Complete and implement national induction package for ICC and FIO	March 2019
	Collections	Establish the collections plan for (APEC)	April 2019
	Collections	Implement best practice framework and guidelines	April 2019
	Collections	Engage with RNZPC to define training objectives and commence writing training material	April 2019
	Collections	Inform and refresh training material for collections co-ordinators	July 2019
	Collections	Support the recruitment and induction of (APEC) Collection officer(s)	July 2019
	Collections	Agree and sign off training material	Aug 2019
	Collections	Detailed training plan establishes timetable for staff training	Sept 2019
	Collections	Training rolled out	Oct 2019
	Collections	Evaluate performance and refresh performance measures	Dec 2019
Engaged Partners, internationally networked	CIAG	Lead CIAG annual Priority Threat Assessment	Feb 2019
	NCICC	Attend National Crime Intelligence Capability Committee meeting	Feb 2019

	CIAG	Attend bi-annual CIAG senior leaders meeting	Feb/March 2019
	CIAG	Attend Five Eyes money laundering conference	March 2019
	CIAG	██████████ CIA ███████████ ████	Mar/April 2019
	Intelligence Profession	Establish and hold the inaugural across government Intelligence Profession Senior Leaders Meeting	April 2019
	International Partners	Scope and identify key international partnerships	May 2019
	PLO	Engagement with PLO supports APEC collection efforts	May 2019
	CIAG	Complete vulnerabilities and opportunities assessment and report to CIAG and SPOC	June 2019
	International Partners	Identify international partner requirements and establish an action plan	Aug 2019
	Intelligence Profession	Agree a system approach action plan for the Intelligence Profession	Aug 2019
	CIAG	Attend bi-annual CIAG senior leaders meeting	Dec 2019
	International Partners	Joined up activity results in intelligence products informing across jurisdictions and outcomes are achieved	Jan 2020

Outcomes linked to the Target Development Centres

Enhanced expertise and capability	Service Delivery	Establish Service Delivery Workshops	Feb 2019
	Data	Establish Data and Scanning Advisory Group	Feb 2019
Confident users of data techniques and tools	Data	Recruit data expert facilitator	April/May 2019
	Data	Workshop data requirements – business objectives	March 2019
Deliver precise and predictive targeting picture	Recruit	Draft and consult geospatial data job description	March 2019
	Data	Identify and establish ICT advisory group	March 2019
	Service Delivery	Service design workshop – identity client needs	March 2019
	Recruit	Define and draft Cyber specialist job description	April 2019
	Recruit	Define and draft Open Source and analytics specialist job description	April 2019
	Structural Alignment	Develop structural alignment options paper	April 2019
	Service Delivery	Consolidate client needs roadmap and consult	April 2019
	Recruit	Engagement with HR	April 2019

	Data	Finalise options paper for enhanced data scanning platform	April 2019
	Recruit	Seek approval to recruit Hire Approval Board	April 2019
	Recruit	Commence specialist capability recruitment	May 2019
	Data	Steering Group approval to progress ICT data scanning platform business case	May 2019
	Business case	Completion and approval of business case for IT solution	May/June 2019
	Recruit	Specialist positions recruited	May/June 2019
	Service Delivery	Workshop service design and data specialist standard operating procedures	May 2019
	Service Delivery	Finalise standard operating procedures	June 2019
	TDC	Finalise TDC readiness requirements and roll out plan	June 2019
	TDC	TDC roll out approved by Steering Group	June 2019
	Data	ICT to implement data scanning platform	July 2019
	Expertise	Establish specialist conference(s)	Oct 2019
	Expertise	Complete lessons learned workshop	Oct 2019
	Expertise	Review and rewrite best practice data training material	Nov/Dec 2019
	Capability build	Develop SOP's, best practice guidelines and training material	Feb 2020
	Capability build	Align expert knowledge action plan with APEC training plan	Feb 2020
	Capability build	Implement the action plan to upskill all intelligence staff to become confident users of tools and techniques	Feb 2020
Visibility and value	Monthly Product Suite report	Design and develop a NIC product and scanning report to inform Senior Leaders of top intelligence products that are in the pipeline and inform of emerging trends recognised through the scanning process	Feb 2019
	Product Suite Template update	Intelligence templates and refreshed and launched	March 2019
	Product Guidelines update	Guidelines on the use of product suite refreshed and launched	March 2019
	Vision and branding	A vision is agreed and communicated	March 2019
	Monthly Product Suite report	Update and inform District Manager Intelligence of the product suite and the benefits gained	March 2019

	Consult and engage	Intelligence leaders consult and engage Ti21 strategy	On-going
	Stakeholder engagement workshop	A workshop identifies stakeholders and is incorporated into the communication plan	March 2019
	Communication plan	A communication plan is established	April 2019
	Communication portfolio	Establish a communication portfolio holder to identify new communication opportunities (ie mobile device notifications, external client information releases	May 2019
	Integrated reporting	Establish Ti21 engagement and stakeholder report	May 2019
	Communication	A range of communications continue Iconic newsletters Emails Ti21 reporting and updates Bulletin and ten one communications	On-going
	Communication	New communication opportunities are implemented	July 2019
	Monthly Product Suite report	Determine the NIC product and scanning report benefits and consider District intelligence integration	November 2019
Workforce Wellbeing	Remuneration	Engagement with HR phase one Rem Review	February 2019
	Remuneration	Identify and on-board HR/Training resources	March 2019
	Remuneration	Phase one rem review embedded	March 2019
	Remuneration	Stocktake of rem (phase one) review identifies SWOT (workshop)	April 2019
	PDIP	PDIP workshop	March 2019
	PDIP	Research and benchmark development frameworks	March 2019
	Remuneration	Benchmark exercise concluded (external)	May 2019
	Remuneration	Options paper developed	May 2019
	PDIP	Consult and engagement	May 2019
	Remuneration	Steering Group review and approve	May2019
	PDIP	Align rem options and approvals with PDIP	June 2019
	Remuneration	Engagement with Association	June 2019
	Remuneration	Business case proposes change	June 2019
	Remuneration	Executive decision sign off	July 2019
	PDIP	Align PDIP and TNA with RNZPC programme	July 2019
	PDIP	Communicate and implement new PDIP framework	August 2019
	Leadership	Complete gaps analysis and leadership training requirements	Sept 2019
	Leadership	Agree leadership progression framework (Steering Group)	Oct 2019

	Leadership	Establish an emerging leaders programme	Nov 2019
Collaboration	Insights	Workshop	Feb 2019
	Insights	Develop an 'insights package' to establish standard practice across the NIC and Districts	Feb 2019
	APEC	External working group established	Feb 2019
	Insights	Collate and evaluate NIC and Districts insights report update 'insights package'	March 2019
	Stakeholder engagement	Analyse stakeholder relationships complete a gaps analysis	April 2019
	Insights	Review insights report(s) and future improvement(s) recommended	April 2019
	EBP	Establish EPB integrated working group	April 2019
	EPB	Collaborative framework agreed	April 2019
	Integrated insights and CCI model	Collate and evaluate NIC and Districts insights report update 'insights package'	July 2019
	Integrated insights and CCI model	Collate and evaluate NIC and Districts insights report update 'insights package'	Sept 2019
Efficiency and reliability	Registry refresh	Secure communication induction and training package released	May 2019
	APEC	ISP and pre-event products for APEC framework agreed	May 2019
	TSN upgrade	Participate and shape TSN requirements	On-going
	RIOD Upgrade	Participate and shape RIOD upgrade requirements	On-going
	Implement	TSN training provided to all staff	Sept 2019
	Implement	RIOD upgrade training provided to all staff	October 2019
	APEC	Major Events Structure and SOP's	Oct 2019
	APEC	Training material and plan agreed	Nov 2019
	APEC	Training commenced	Jan 2020
Impact	Performance Measurement	Research and workshop	Nov 2019
	Performance Measurement	Agree and implement measurement framework	Jan 2020
	Assess our impact	Conduct stocktake/review of the previous year focusing on impacts we had in contribution to Our Business outcomes	March 2020