

# Countering Terrorism in NZ

**NATIONAL STRATEGY** "Bringing together our nation to protect all New Zealanders from terrorism and violent extremism of all kinds."

REDUCTION			READINESS	RESPONSE	RECOVERY
Mōhio	Mahi tahi	Whakahōtaetae	Takatū		
Understand <b>U</b>	Work together <b>W</b>	Prevent <b>P</b>	Ready to respond and recover <b>R</b>		

The Draft National Strategy weights our efforts towards

## prevention

and working together as a nation to address the root causes of violent extremism, while keeping New Zealanders safe by leveraging:

- our high levels of trust
- our tolerant and inclusive society
- and strong connections in and between communities

New Zealand seeks to prevent such a tragedy occurring again by emphasising

## social inclusion

Working together by partnering with communities; engaging the public and private sector; and exercising and maintaining the systems and capabilities necessary to respond and recover if there were to be another incident

- Reducing racism and hate speech
- Keeping communities and crowded places safe
- Countering violent extremism online
- Reviewing and strengthening counter-terrorism legislation
- Improving how agencies access and share information.

*Social inclusion is the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity.*

### POLICE'S OPERATING MODEL



## Prevention First

Police has a wide-ranging role in countering terrorism:

READINESS	REDUCTION & RECOVERY <i>Prevent, Detect and Understand</i>					RESPONSE
Support	Community engagement	Intelligence gathering and analysis	Investigations	Working with our domestic and offshore partners	Prosecution	Emergency response
Supporting districts to grow their CT intelligence and investigation capability Increasing the number of CT-trained Prevention staff in districts Increasing the number of district investigators capable of managing a CT investigation Increasing the skills of Ethnic Liaison roles to identify concerning behaviours Improving our IT systems to better support identification and case management of high risk individuals Developing policy to strengthen and enable the legislative environment <b>R</b>	Building relationships with communities particularly disaffected communities and groups Reassurance policing particularly for vulnerable and at-risk groups Working with youth at risk Addressing hate crime Overseeing compliance with the Arms Act requirements at the local level Documenting unusual or high risk behaviours or individuals requiring further investigation <b>U</b> <b>W</b> <b>P</b>	Monitoring social media activity to identify extremist views and individuals and groups espousing or promoting them Identifying high risk behaviours indicating escalating risk Identifying escalating threats Identifying emerging threats Understanding drivers of adopters of extremist ideologies Identifying sources of funding for terrorist acts and plans Identifying credible risk <b>U</b> <b>W</b> <b>P</b>	Conducting investigations into individuals presenting a credible risk Gathering and documenting evidence of terrorism-orientated behaviours Conducting investigations into active attack planning Monitoring activity of identified individuals and groups Undertaking surveillance operations 24/7 surveillance for high likelihood targets <b>U</b> <b>P</b>	Providing information to partners involved in investigations into individuals Requesting information from and supplying information to overseas partners Supporting operations being carried out by partners <b>U</b> <b>W</b> <b>P</b>	Preparing case files for Court Preparing evidence for admission Preparing timelines and chronology of events Preparing witnesses Readying expert testimony Briefing Crown Law Reporting to Commission of Inquiry <i>If legislation is changed to enable prosecution for planning and preparation for attacks (as per UK, Australia, Canada) this workload will increase</i> <b>W</b> <b>P</b>	Suitably equipped officers apprehending offender(s) Suitably equipped officers preventing follow up attacks Deploying officers to protect communities at immediate risk Command staff co-ordinating, leading and managing the operation Support staff standing up and maintaining operational resources Disaster victim identification Managing Coronial processes <b>R</b>

# Strengthening Police Counter Terrorism

## CRITICAL SUCCESS FACTORS

- Prevention focused**  
Terrorist incidents are planned and therefore are preventable and must be prevented.
- Connected**  
CT is most effective when it has strong connections with domestic and international partners.
- Relentless**  
To be effective CT must maintain its focus no matter how pressing the demands from the criminal and policing environments.
- Integrated**  
Effective CT cannot operate in a silo or vacuum. Responses must be integrated operationally with other policing activities and the national security system.
- Effective**  
CT is effective when it reduces the risk of, and prevents, terrorist incidents. Conditions that give rise to terrorism must also be mitigated.
- Credible**  
Police CT must be trusted by NZers, by government, and by our domestic and international partners.

## DEMAND AND RISK

**“Our appetite for risk has changed”**  
*Prime Minister Jacinda Ardern, March 2019*

**“Government has announced urgent measures ... to support initiatives that aim to improve New Zealand’s social cohesion”**  
*Hon Jenny Salea, April 2019*

Leads process has identified individuals across the country who present a risk that needs to be actively managed.

**Prevention, PST, Youth** – lower risk are managed in the community by frontline officers

**MPES, Tactical, Covert** – medium risk require specialist resources to monitor and manage

**Surveillance, high tech crime, TSU etc.** - highest risk require highest level of resourcing to prevent them from acting. There are approx. **50** people in this category

Effective CT requires activity **across the organisation** to manage risk and prevent harm

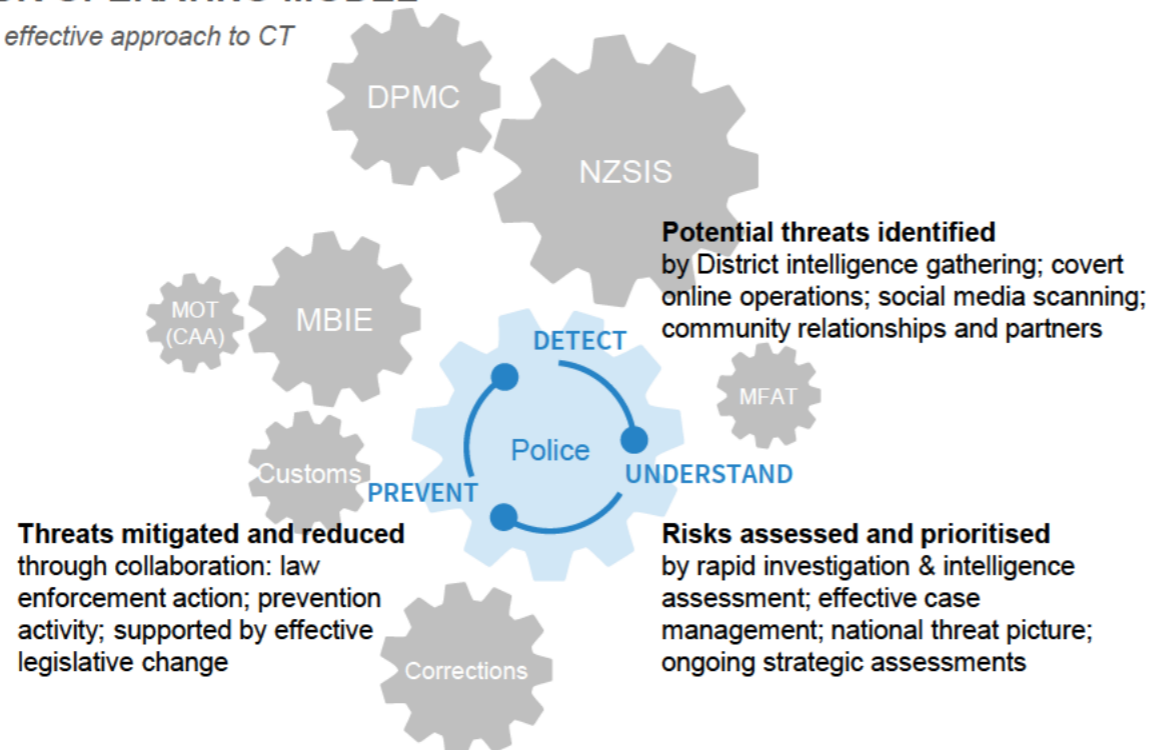
## POLICE’S ROLE IN NZ’S NATIONAL SECURITY SYSTEM

Under the NZ National Security System Police is the **lead agency** for managing an emergency arising from **terrorism**, and is a **major supporting agency** in most other national emergencies. The capability Police is proposing will equip us to address the threat from terrorism and ensure we have the capacity to support other lead agencies in any national emergency.



## OUR OPERATING MODEL

An effective approach to CT



## CAPABILITY AND CAPACITY

### Mutually supporting capability

<p><b>National CT</b></p> <p>Specialist skills and dedicated team that focuses specifically on CT threats.</p>	<p><b>Specialist &amp; District Groups</b></p> <p>Develop capability within existing workgroups to enhance their skills and ensure CT awareness and focus as part of their existing activity</p>	<p><b>Districts / Local</b></p> <p>Local presence that provides the tactical resources and skills for intelligence collection, prevention, suspect management and response (including event response)</p>
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<p><b>NATIONAL CT</b> <i>New dedicated capacity:</i> Intelligence Investigation Prevention High-tech crime incl. online operations Support</p>	<p><b>SPECIALIST GROUPS</b> <i>New enhanced capacity:</i> MPES &amp; Prevention Tactical groups Covert resources Investigations Intelligence (incl Field Intel) Response &amp; Operations</p>	<p><b>DISTRICTS</b> <i>Existing capacity, enhanced through 1800 allocation:</i> Community engagement Prevention Response</p>
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### Identified capacity & capability gaps

● Resource from existing 1800 allocation    ○ Capability to build

Detect	Understand	Prevent
<ul style="list-style-type: none"> <li>○ Train dedicated intelligence collectors who focus on CT targets and threats</li> <li>● Increase skills and capability of MPES and liaison staff to identify possible threats</li> <li>○ Create an online scanning capability, including covert and open source</li> <li>● Support districts to grow their collection capability across their prevention, intelligence and investigations functions</li> <li>○ Establish liaison roles for interagency and international information sharing on CT</li> <li>○ A credible commitment to the global effort</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure tactical and strategic intelligence capacity is sufficient to meet CT need</li> <li>○ Improve and extend our case management capabilities to assess and manage CT investigations</li> <li>○ Grow and continue to refine the leads assessment and investigation capabilities</li> <li>● Support Districts to grow their analysis capability in intelligence and investigations</li> <li>○ Ensure capability in Districts to support CVE programmes</li> </ul>	<ul style="list-style-type: none"> <li>○ Enhance existing CT investigation teams to ensure we can meet high risk demand</li> <li>○ Increase support capabilities to ensure we can proactively reduce risk and escalation</li> <li>● Increase our specialist prevention capability and capacity by increasing the number of CT-trained and focused prevention staff in districts</li> <li>● Ensure Districts have sufficient specially trained staff able to carry out prevention and investigative activities as needed</li> </ul>



# National Security (CT) Strategic Alignment

### GOVERNANCE

**Ministerial**  
External Relations Security Committee

**Executive**  
Officials Committee for Domestic and External Security Coordination (ODESC)  
Security Intelligence Board (SIB)  
Counter Terrorism Coordination Committee  
Officials Watch Groups  
External Relations Group (NZIC)

**Operational**  
Senior Managers Forum  
Tasking & Coordination  
ANZCTC – capabilities (ISCCSC and CVESC)  
Five Eyes working groups

### STRATEGY

#### OUR GOALS

- Prevent crime and victimisation
- Target and catch offenders
- Deliver a more responsive Police service

#### “OUR BUSINESS” TARGETS

<b>5</b>	<b>10</b>	<b>25</b>	<b>90</b>	<b>500</b>
5% reduction in road deaths each and every year	10,000 fewer serious crime victimisations by 2020	25% reduction in reoffending by Māori by 2025	90% of people feel safe and have trust and confidence in Police by 2021	\$500m in cash and assets restrained from gangs and criminals by 2021

### NATIONAL OPERATING MODEL

#### PREVENTION FIRST | ĀRAIA I TE TUATAHI

“Taking every opportunity to prevent harm”

In partnership with government agencies and communities we will:

**DETECT**

**Identify potential threats**  
by District intelligence gathering; covert online operations; social media scanning; community relationships and partners

**UNDERSTAND**

**Prioritise and assess**  
by rapid investigation & intelligence assessment; effective case management; national threat picture; ongoing strategic assessments

**PREVENT**

**Mitigate and reduce threats**  
through collaboration: law enforcement action; prevention activity; supported by effective legislative change

#### OUR PURPOSE

To keep our communities safe from the harm presented by national security threats

### NATIONAL DEPLOYMENT MODEL

- Know our current and future demand
- Know our resources and partner resources we can commit to current and future demand
- Have a process for prioritising and committing resources and actions to the issues (Tasking & Coordination)
- Operationalise this through leadership including DCCs

### POLICE HIGH PERFORMANCE FRAMEWORK

#### SET

Clear accountabilities for NatSec/CT teams  
Clearly communicate national and local goals  
Focus on reducing and mitigating risk

#### ENABLE

Provide additional resource, training and support  
Emphasis on staff and public safety

#### EXPECT

Targets met  
Staff deployed in accordance with national objectives and operating model