

# Intelligence

- Lead the Intelligence cycle
- Provide expert advice
- Engagement and relationships
- Set up and manage the Intelligence team

Intelligence provides the other CIMS functions with a detailed understanding of the incident, the ways in which the incident could potentially develop and its possible implications. It provides situational awareness and understanding for immediate action, and forecasting and identification of emerging risks to assist planning.

Outputs for Intelligence across response levels include: Situation reports, forecasts, intelligence summaries, briefings, impact and context analysis for the planning process

Note that the INTELLIGENCE CYCLE is applied at ALL levels of response but that the breadth of scope, relationships and complexity of implications change.

## National Level (N)

Builds on tasks identified at Local and Regional levels

Classification 2

- Work with the Controller around their intelligence requirements ●
- Support the relationship between Controller and Governance: understand dynamics and tensions and produce outputs that assist the Controller to manage and make good decisions ●
- Respond to questions that transcend current data; know what expertise to pull in to get answers. Keep track of gaps in information that still remain ● ●
- Establish relationships; task national resources in Intel – NZDF, Police, FENZ etc.; negotiate for resources and know what can be offered ● ●
- Apply an extended range of considerations to information collection and analysis (security classification, commercial sensitivity, Privacy Act, policies across different agencies ●
- Facilitate team discussions on analysis for diverse perspectives (new or different insights) ●
- Apply in-depth understanding of limitations, pitfalls, biases that limit the effectiveness of analysis ●
- Understand the consequences of analysis for decisions across the response (priorities may shift, areas of work may stop/ start)
- Provide information on caveats to users ●
- Build strong connections with Intelligence leads at each level of response to provide guidance and support, identify gaps and opportunities and to get analysis used ● ●
- Maintain continuity of effort, standards of capability and best practice and promote this at regional and local levels ●
- Reach out to local and regional levels – connections, teleconferences, constant communication – to get intel used ● ●

## Regional Level (R)

Builds on tasks identified at Local level

Classification 2

- Lead several teams within a larger team with multiple streams of work: integrate, manage effective practice, understand what is needed elsewhere in the response ●
- Ensure the best possible information is sourced and systems to manage that are in place ●
- Ensure all data is fed into the response via the Intel function “authoritative single source of truth” ●
- Add specific value to the planning process in particular: ●
  - wider scope and less focus on the detail
  - dealing with the abstract while maintaining a sense of what is happening on the ground
  - informing more strategic and forward thinking
  - more robust and intelligence based options development
- Build a high level picture of what information is out there ●
- Ensure there are feedback loops on products provided, and input into requirements or new questions for the next step of the cycle ● ●
- Plan, task or initiate initial and on-going regional reconnaissance and reporting ●
- Apply a proactive approach to identifying specific information requirements and responding to what is being looked for ●
- Manage expectations and demands for info and analysis from functions, all levels of the response and stakeholders ● ●
- Multi agency context requires setting of data standards and facilitating transfer of information across agencies ● ●
- Understand who are partners, who are stakeholders, what data they have access to, what data are they providing (commercial sensitivities, security, privacy etc.) ● ●
- Multiple incidents at a local level means co-ordinating multiple inputs from below; join the dots between the local and national levels and integrate data ●
- Feed information to other response levels – “what do they need to know, what is useful to them” in a form that is useful (e.g. 5 line summaries, real time information, charts, graphs, maps, timelines) ●
- Educate and socialise functions in the use of data “How can I help you to help me? How can what I am doing help you?” Customised for different functions if required ● ●

Classification 3

## Local Level (L)

- Determine the skills, knowledge and capacity required in the Intelligence team, identify any skill gaps and how to rectify these ●
- Ensure team understands the response objectives, information requirements, their role, expectations and the relationships they require: oversee and track team performance ●
- Build a culture that supports the ability to raise and debate issues in a fast-moving response ●
- Determine immediate, future, and on-going intelligence needs of decisions-makers, on-going response, and transition to recovery: establish and maintain intelligence functions and cycle to meet those needs ●
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team ●
- Establish and coordinate consistent standards, approaches, systems and processes for information collection at the outset (seeking, recording, managing, storing, retrieving increasing volume of information, documenting of decisions and actions, source identification) ●
- Plan, task or initiate initial and on-going local reconnaissance and reporting ●
- Work towards specific timelines; make decisions about how these are best achieved and how to apply resources ●
- Identify information inputs required and contribute to the planning process, including identifying further priority information requirements ●
- Develop and maintain a high level of communication with other functions on a regular basis, build strong relationships and understand their immediate and longer term information needs and what they can provide ●
- Identify, collect and apply analytical tools, techniques and critical thinking to produce intelligence ●
- Put analytical processes in place to sanitise information and improve the product (assess reliability, credibility, cross check, check, verify and validate) ●
- Translate analysis into actionable insights and recommendations for the response ●
- When specialist intelligence support is available (trigger points include unpredictability and complexity of the situation, longer time frame, issues outside usual frame of reference, more agencies involved, broader consequences), discuss objectives and task with requirements ●
- Ensure transparency in how conclusions are reached ●
- Ensure adoption of consistent methodologies and processes for analysis ●
- Be clear about intelligence and information gaps and any limitations with the assessment provided ●
- Produce usable products - understand what is wanted, intended audience and use, format driven by user needs ● ●
- Actively advocate what Intel offers across all functions in the response: manage expectations and shape approach for how different functions gather information for Intelligence ●
- Aggregate data that goes up to Local, Regional, National level and above; ensure data is correct and/or provide degree of certainty (likelihood and estimation) and confidence, limitations ● ●
- Access outside resources skills and information necessary to build a more complete picture ● ● ●
- Ensure all procedures are followed for documentation of decisions and actions, financial delegations etc. ●
- Understand the tolerances for compromise to get close to what is being looked for ●

Classification 1

Classification 2

## Incident Level (I)

- Use existing sources of information to make an initial assessment ●
- Identify critical gaps in information, identify sources, seek out information. Balance the need to hold off on actions until critical information is available with the need to act ●
- Task a team member with sourcing information to fill gaps ●
- Plan, task or initiate initial and on-going incident reconnaissance and reporting ●
- Contribute to the Action Plan (may be informal) on the basis of the information available (ongoing cycle as more information becomes available) ●
- Discuss current assessment with other agencies (if involved) to test assumptions and get additional points of view (integrated information management & communications and unity of effort) ●
- Risk management – Intel critical to identify risks, quantify, and project consequences, important for determining risk treatments ●
- Know what questions to ask: use info to make decisions quickly to respond to the issue ● ●
- Identify, collect and analyse information: produce intelligence ●
- Understand limitations of the information (and analysis) ●
- Plan for, and coordinate collection of, a wider span of information beyond immediate response to inform a broader picture with likely impacts and consequences ●
- Request additional intelligence management or collection resources as immediate and future needs of the incident response will require ●
- Build a relationship with PIM to draw on their sources of information ●
- Organise what information is collected (passive and active), how this is done, and how that is recorded (templates, formats, provenance etc.) ●
- Liaise with Intelligence functions at higher response levels to find out background info e.g. potential risks to self and responders and others in the community ●

A larger, complex and/or long-term response at Incident level may move into the tasks identified at Local level

Classification 1

Classification 2

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## Context at Incident Level

- Likely situation is convergence of agencies to the response, lacking clarity of purpose, different templates, different info and no mandate
- May be a combined function (Planning/Intelligence) which may limit the intelligence function to processing outputs rather than analysis outputs.
- Outputs might be agency-specific e.g. forms, templates that need completion accordance with agency requirements
- May not have experienced intelligence staff.
- Problems with communities - multiple groups all collecting data, not in a systematic way, not recording where the data is from, community is getting multiple visits asking for the same information and is expecting the needs they communicated to get met.
- Lack clarity of purpose and mandate may mean the intel function has to use best judgement to identify information requirements without clear objectives.
- At Incident and Local level, more dynamic, greater pace of change
- More focused on operational detail – reporting information as opposed to determining what it all means
- It is usually obvious what the problem is

## Context at Local Level

- Intel function is becoming more critical and requires a more structured approach – information is often being fed up & down. Because information is likely to go up to National level, high scrutiny and reliance on the information being accurate to inform significant decisions.
- Is important to ensure that all information coming into the response is going to the intelligence function for processing and analysis.
- Teams may have limited expert. It is really important that there is someone to bounce ideas and thinking off (consider tapping into skills in other local agencies and groups).
- Advocacy may be necessary for the role of Intelligence in planning and decision-making
- Objectivity issues, particularly where team is drawn from a single agency or Council
- Information inputs from the community - testing of assumptions, different pressures
- Less quality product – more challenges in terms of different practices, no peer review etc.
- Intelligence lead may be a generalist – needs to move away from preconceived ideas, find ways of testing their thinking
- Political influence becomes more important – Mayor, Minister and regional council

## Context at Regional Level

- Scope of the picture is broader – task is different in terms of timeframe, scope and analytical ability required – more abstract and sophisticated – more projections, more uncertainty, more need to communicate the analysis in a way that people understand it
- Intel is adding specific value to the planning process at this level
- Less physical collection – more identifying the right people are feeding in the right information
- More focus on sharing and integrating Intel outputs into other function's processes
- Less demand driven – more proactive. This can make this can make shift from local to regional level harder as people do not necessarily understand that they are part of a larger function, or have the skills to be other than reactive and demand driven
- Political influence is more significant
- From Regional to National level, understanding of what powers may be necessary, legislation, boundaries and roles, who has the information and how to access it
- Information and intelligence is subject to the Local Government Official Information Act.

## Context at National Level

- Requires an understanding of specific dynamics, personalities, players, high level strategy
- Pace can be slower than lower levels which affords more time to think about issues.
- Broader thinking: making links across sector, assessing related aspects, integrating broader security concerns,
- Requires a strategic management skillset to add specific value to regional and national intelligence
- Politically driven information requirements, may be looking for specific information
- Need to assimilate a broader range of information and package it to meet the different needs of stakeholders
- Political context: questions are asked (e.g. by ministers, governance) that are difficult to answer, possibly about things that are hard to put a finger on or you may be asked to provide data on things not considered before. The angles at National level are different from Regional level
- Intelligence is not always popular – it may be disruptive and contradict current views or direction
- There are more difficult conversations at this level
- Likely to be an expert team - operational exposure for Intel team members can be helpful for them to understand the response
- Stronger focus on scenario generation and forecasting a range of potential future options; need to identify emerging risks and issues for consideration
- Information and intelligence is subject to the Official Information Act.

## Incident Classification

As a response moves up the scale:

- As the Intelligence cycle is a process, the core process remains the same but the breadth of scope, relationships and complexity of implications will change with the incident classifications and capacity.
- More complexity of context will bring higher volumes of information
- Intel is likely to become more significant at Major/Severe where information and analysis becomes more critical (projecting the course of future events, decisions under uncertainty etc.).

## Generic Intelligence team tasks and capabilities

- Recognise relevant information and sources
- Apply different approaches to analysis
- Identify the intelligence requirements of the controller and other functions and stakeholders
- Locate information that is requested
- Monitor and track trends and developments
- Review, validate and cross-check information
- Evaluate and assess the quality and reliability of information
- Use a range of analytical techniques to assess and interpret information to 'add value'
- Prepare Intel summaries
- Deliver information in briefings or presentations
- Advise on the impact of information on decisions and approaches
- Manage the distribution of intelligence
- Data entry and retrieval
- Carry out specialist tasks (imaging etc.)
- Set up and maintain data storage and analysis systems
- Process data into charts, graphs, maps, timelines, using analytical tools, techniques and critical thinking
- Develop and apply policies and processes for the collection of data
- Numerical ability, analytical, high attention to detail

## Intelligence Lead/Manager

### Knowledge, skills and experience

- Understanding of the purpose of the Intelligence function and the high-level skill sets and experience required to deliver on this at a systems level
- Experience in managing the processing and analysis of large volumes of data to create actionable, predictive strategic intelligence and products that meet user needs
- In-depth understanding of a range of analytical tools, and the limitations, pitfalls and biases that reduce the effectiveness of analysis
- Understanding of how intelligence needs to be generated and presented to meet specific audience needs
- Machinery of government
- In-depth knowledge of other CIMS functions and ability to work in an integrated way
- People leadership skills, including leadership across sub-functions or multiple teams
- Prioritisation skills – ability to determine what is most useful in the context of the intent and response objectives
- Ability to think long-term while maintaining sight of tactical issues
- Experience in establishing effective, consistent practice, approaches and systems across dispersed teams
- Specific understanding of hazards and environmental analysis (understanding of nature and progression)