

**Implementing Recommendation 12 of the Royal Commission of Inquiry into  
the Terrorist Attack on Christchurch Masjidain on 15 March 2019 / Ko tō tātou  
kāinga tēnei**

## Single Stage Business Case

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## Document Control

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0.5	28 July 2023	All reviewer feedback incorporated, submitted for agency sign-off.
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### Endorsement

<b>Role</b>	<b>Name and organisation</b>	<b>Endorsement date</b>	<b>Version</b>
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## Foreword

As highlighted in the recently released National Security Strategy, New Zealanders make contributions to our national security every day, protecting whānau and communities and contributing to a secure and more resilient Aotearoa. A key element of this strategy is a focus on prevention, acting early to prevent adverse outcomes. This is where members of the public can really make a difference – by knowing what might be of potential concern and knowing how to share that.

The Royal Commission of Inquiry (RCOI) into the terrorist attack on the Christchurch masjidain on March 15 2019 clearly recognised that a public reporting system, that was safe, easy and accessible, is a critical step in engaging the public to share in that responsibility.

We know that in most cases where someone is intent on doing harm, those around them – family members, friends, neighbours, classmates, co-workers, and others - have picked up on something that 'isn't quite right'. That could be a concerning comment or change in behaviour, something that might signal an individual is contemplating, or actively planning, an act of violent extremism.

Likewise, many New Zealanders directly experience the harmful effects of extremism in their everyday lives. While acts of terrorism are extremely rare, people and communities suffer from the concerning and harmful behaviours of others on a regular basis, leaving them feeling unsafe.

There is a need to provide a channel for people seeking assistance with difficult issues, such as a loved-one going down a dangerous path of extremism, where they might otherwise hurt themselves and others.

Some of these issues, like acts of physical violence, are clearly criminal and can be investigated by the appropriate agencies. However, there remains a lot of harmful activity, particularly threatening behaviour online, that falls short of criminal thresholds, but that may be an indicator or signal of something more dangerous.

So, it's important to know there is a place where these concerns can be shared and where reporters will be listened too and taken seriously. By sharing information, this could enable government agencies to act early by identifying potential threats before they materialise.

The new public reporting system has therefore been designed to allow the most serious of threats to be surfaced, but also to support the system to identify what are often weak signals that something more significant is taking shape. In the words of the RCOI, the public should be encouraged to share 'dots of information' relating to terrorism and violent extremism, and the system should be enabled to 'join those dots'.

However, the public reporting system is not a place to frivolously report on someone or victimise a particular individual or group. Nor is it a place to constrain freedom of expression or legitimate public discourse. Significant protections will therefore be built into the system to support privacy and human rights obligations and to address vexatious reporting.

The New Zealand Security Intelligence Service (NZSIS) publication of Kia mataara ki ngā tohu Know the Signs – a guide for identifying signs of violent extremism can support the public to know what behaviours should be reported. This resource was designed to help New Zealanders feel more confident about reporting something, by explaining the kinds of behaviours or activities that concern us the most.

The new public reporting system provides the means for people to feel confident in making that report, so that together we are supporting everyone in New Zealand to live safely together.

**Andy George**

Counter-Terrorism Strategic Coordinator  
National Security Group  
Department of the Prime Minister and Cabinet

(On behalf of the RCOI Recommendation 12 Cross-Agency Governance Group)



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## Executive Summary

This Single-Stage Business Case seeks formal approval to invest up to \$41.689 million from 2023/24 to build and operate a new reporting system for concerning behaviours and incidents, as part of the all-of-government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 / Ko tō tātou kāinga tēnei (the RCOI report).

The purpose of this Single-Stage Business Case (SSBC) is to:

1. establish an investment case for improving the system for collection, triage, assessment, and assignment of information from the public regarding concerning behaviours and incidents related to terrorism and violent extremism, and for referrals to wellbeing service providers for those affected by these behaviours and incidents
2. seek approval to finalise the arrangements for implementation of the project.

The SSBC:

- outlines how the proposed investment fits within the government and relevant agencies' strategic context and strategic intentions
- confirms the need for investment and makes the case for change
- identifies and considers the feasibility, costs, benefits and risks of a wide range of potential options
- determines the recommended option which optimises public value
- plans the necessary funding arrangements for the successful delivery of the project
- plans the necessary management arrangements for successful delivery.

This business case follows the Treasury Better Business Cases guidance. It is organised around the five case model, designed to systematically ascertain that the investment proposal:

- is supported by a compelling case for change – the 'Strategic Case'
- optimises value-for-money – the 'Economic Case'
- is commercially viable – the 'Commercial Case'
- is achievable – the 'Management Case'
- is financially affordable – the 'Financial Case'.

## Strategic Case

This SSBC responds to Recommendation 12 of the RCOI report: *Develop and promote an accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government.*

Progressing a new reporting system forms part of the all-of-government response to the Royal Commission approved by Cabinet in November 2021, and in August 2022 Cabinet made the decision to go forward with investment in a new reporting system.

The Royal Commission's view was that everyone in society has a role in making New Zealand safe and inclusive; preventing, detecting and responding to current and emerging threats of terrorism and violent extremism is dependent on everyone understanding their role in the counter terrorism effort<sup>1</sup>.

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<sup>1</sup> See RCOI report pages 728 and 744



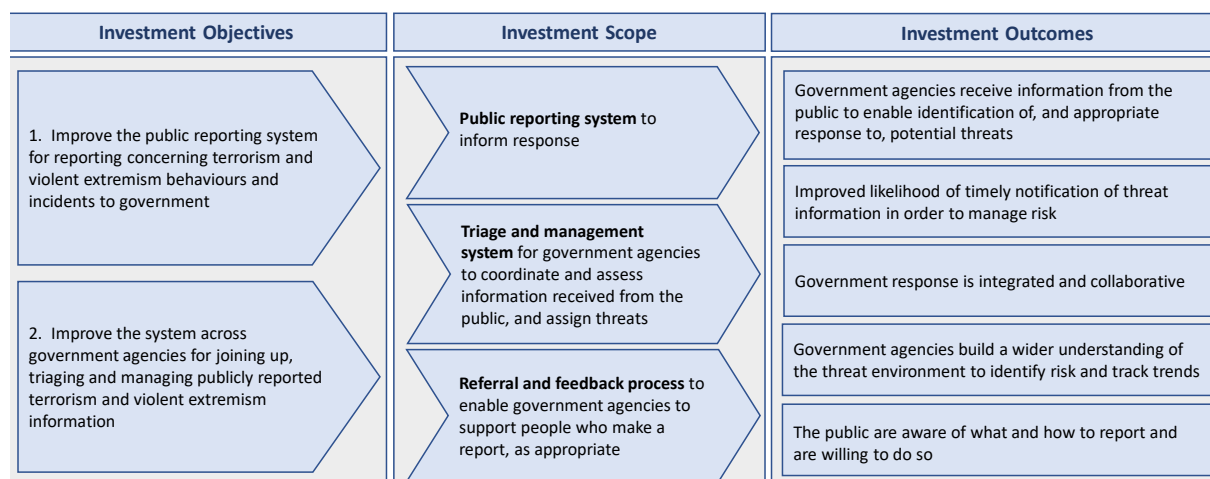
This SSBC seeks to provide an accessible system for the community to report activity and behaviours of concern. Success is in part dependent on members of the public knowing what to report, and on the development and promotion of a simple pathway to allow people to report concerning behaviours or incidents to a single (but not exclusive) point within the public sector.

Resources such as the NZSIS publication *Kia mataara ki ngā tohu Know the Signs* – a guide for identifying signs of violent extremism raise awareness of behaviours of concern. As the public becomes more aware of which behaviours are of particular concern demand for a system to report those behaviours is likely to grow. That demand can be influenced by a number of factors including, for example, the security threatscape in New Zealand, levels of social cohesion and significant domestic and international events. Based on the RCOI report and engagement with impacted communities, this business case assumes a level of latent concerning behaviours and incidents over and above that currently seen by agencies.

This business case addresses the following problem statements

- **Agencies are not getting enough information from the public early enough for them to identify or avert potential threats:** Members of the public may not know where, how, why or what to report. They may not understand the importance of the information they hold or may think agencies are too busy to respond.
- **Information may not be joined up or analysed in time for threats to be identified before they materialise:** Agencies have no easy way of systematically knowing whether incidents are connected – either with past incidents or with incidents that another agency has information about. This means that it is harder to gain a comprehensive understanding of terrorism and violent extremism risk.

The figure below illustrates how the project's Investment Objectives will be realised:



The associated benefits are:

- Improved public trust and confidence in the national security system
- Improved public safety and reduced risk of harm
- Improved availability of insights to inform intelligence.

The expected outcomes and benefits from the proposed investment in the new reporting system have been assessed against Treasury's Living Standards Framework (LSF) and He Ara Waiora. The outcomes and benefits primarily contribute to all three levels of the LSF:

Level	Domain	defined as...	delivered through...
Individual and Collective Wellbeing	Safety	Being safe from harm and the fear of harm and keeping oneself and others safe from harm	Reduced risk from terrorism and violent extremism
Institutions and Governance	Central and Local Government	The legislature, executive and judiciary, as well as entities constituted under the Public Service Act 2020, Crown Entities Act 2014, State Owned Enterprises Act 1986, Local Government Act 2002 etc.	Increased ability of agencies to identify and manage risk from terrorism and violent extremism
Wealth of Aotearoa	Social cohesion	The willingness of diverse individuals and groups to trust and cooperate with each other in the interests of all, supported by shared intercultural norms and values	Improved, equitable engagement with the public to identify areas and individuals of concern

The proposed investment also has broader alignment to the following LSF domains:

Domain	LSF aim...	achieved through ...
Cultural capability and belonging	individuals can only benefit from culture and feel a sense of belonging if others actively protect, recreate and respect that culture	Identifying and mitigating risk, including to impacted communities  Providing an effective mechanism for everyone to play a role in the counter-terrorism effort
Civil society	Values and principles of civil society organisations mean that they are important to sustain culture and play an important role in creating and sustaining social cohesion	Identifying and mitigating risk, including to impacted communities

Several risks were identified in the strategic case. It is likely that not all community expectations (for a safe easy and accessible system) can be met through this process, as some decisions - based on proportionality and affordability - constrained the scope (e.g. excluding racism and general hate) and scale (e.g. fewer language and technology solutions) of the options considered. There remains a risk that reporting demand may exceed a serviceable capacity, and that reporting of out-of-scope issues may cloud the ability of the reporting system to surface genuine threat issues.

A further consideration is that agencies may still inadvertently hold pieces of information that illuminate a potential threat issue (if there is no apparent cause for sharing) or that the public reporting system (which is only one avenue to surface and manage national security risks) will in fact be alerted to potential threat before it materialises. There are no guarantees, therefore, that this

system will prevent all attacks, but by complementing the existing arrangements for known national security risks, it considerably strengthens the national security system.

## Economic Case

The Economic Case examined a wide range of dimensions and choices that might address the business needs and service requirements for a new reporting system. From the dimensions and choices, the Economic Case identified a long list of seven possible solutions to support the core functions of a new reporting service: collection; triage, assessment and assignment; and reporter referral to wellbeing service providers.

The long list was assessed against the Investment Objectives and the following Critical Success Factors for the project:

Key Critical Success Factors	Broad Description – how well the option:	Proposal-specific Critical Success Factors
<b>Strategic fit and business needs</b>	meets the agreed investment objectives, related business needs and requirements, and fits with the RCOI recommendations and other strategies, programmes and projects	maximises the connection with and/or leverages existing Countering Terrorism/Countering Violent Extremism capability within government
<b>Potential value for money and public value</b>	optimises value for money (i.e. the optimal mix of potential benefits, costs and risks)	includes non-monetary benefits and contribution to Wellbeing outcomes
<b>Supplier capacity and capability</b>	matches the ability of potential suppliers to deliver the required services, and is likely to result in a sustainable arrangement that optimises value for money over the term of the contract	N/A
<b>Likely affordability</b>	can be met from likely available funding, and matches other funding constraints	Can be met from likely current Crown funding, is cognisant of funding constraints and the need for financial sustainability
<b>Likely achievability</b>	is likely to be delivered given the ability of organisation(s) to respond to the changes required, and matches the level of available skills required for successful delivery	Can be delivered within the operating environment and resource supplied by entities in a specific time frame
<b>Customer centric</b>	puts the reporting public at the heart of its considerations	service is accessible, easy and safe public is well informed about what, where and how to report

As the result of this assessment, a short list of three options was carried forward for further detailed assessment of costs, benefits and risks. They were also assessed against a Counterfactual option, which served as a baseline for comparing the marginal costs and benefits of the short list options. The short-listed options were:

Option	High level description
<b>Counterfactual</b>	Based on the Status Quo. Nominal investment over time in systems, processes or people. This option recognises that agencies currently deliver reporting and resolution services, but from within their own agency centric positions. This option represents a

	negligible increase in responsiveness and effectiveness across the system and would be funded through agency baseline.
<b>Customer Centric</b>	Emphasising the centrality of the customer experience to the success of a public reporting system, this option provides for more investment in the safe, easy, and accessible elements of the user experience – such as the range of reporting channels and the skills, knowledge, and experience of the report takers. This option invests more in the elements to build public trust and confidence in the system, rather than the back-end support structures. This option also supports a referral process, but only by providing basic advice on available options. This option represents a moderate increase in responsiveness and effectiveness across the system.
<b>Balanced Response</b>	This option seeks to lift capability across the functions of collection; triage, assessment and assignment; and referral to wellbeing service providers (including a more active referral process) by leveraging agencies' existing systems and processes. As such, it represents significant improvement in responsiveness and effectiveness across the core functions of customer experience, referrals, and triage, but without the need for significant investment in new/advanced technologies.
<b>Customer Centric+</b>	This option delivers the enhancements of the Customer Centric approach; includes more investment in the referral process (moving to actively coordinate referrals to wellbeing service providers); and provides for more comprehensive technology options to underpin system performance (i.e. scope to increase capability, automation, and future proofing). This option represents significant improvement in responsiveness and effectiveness to the public, supported by smart, intuitive technologies and processes. As such, this will likely attract a higher cost profile.

The table below presents the results of the short-list options analysis. A separate analysis was undertaken for each short-list option against costs, Critical Success Factors, weighted measurable benefits and risks. Each assessment resulted in a score which was then interpolated for a score out of 10. All components were weighted equally, and the highest score out of 40 represents the recommended solution.

<div>Best score</div> <div>Middle score</div> <div>Worst score</div>	Counterfactual	Customer Centric	Balanced Response	Customer Centric+
<b>Total costs (\$m) (23/24 – 29/30)</b>	\$0.74	\$25.59	\$31.58	\$34.23 <sup>2</sup>
<b>Net Present Value (\$m)</b>	-\$0.59	-\$21.31	-\$25.96	-\$28.06
<b>Scoring summary</b>				
NPV (10 = Highest) <sup>3</sup>	–	10.00	8.21	7.59
Weighted Benefits	2.00	4.50	7.40	7.90
Critical Success Factors	5.00	10.00	10.00	10.00
Risks	5.15	5.10	6.55	4.85
<b>Final score / 40</b>	<b>12.15</b>	<b>29.60</b>	<b>32.16</b>	<b>30.34</b>

Based on the above analysis, the recommended option is **Balanced Response**. This option will deliver against the investment scope outlined in the Strategic Case as follows:

<sup>2</sup> The Customer Centric+ option does not include implementation costs for other agency advanced technology platform. Costs are assumed to be significant.

<sup>3</sup> NPVs are scored relative to the cheapest option. The Counterfactual option was not included in this calculation as it did not meet all Critical Success Factors and therefore was not considered to be a viable solution.

Investment scope	The Balanced Response option will deliver:
<b>New public reporting system</b> to inform response	<p>New dedicated 24/7 telephony (0800 number) and online (website) channels, providing a single point of contact for the public</p> <p>Website meets government accessibility standards and has shielding capability</p> <p>Anonymity option for people who are reporting</p> <p>All of Government branding</p> <p>Education and awareness programmes so that the public are aware of what, where and how to report</p> <p>Investment in the capacity and cultural competency of call takers</p> <p>Ability to take reports in multiple languages</p> <p>Ability to receive most file types and content regardless of source</p> <p>Criticality check at point of receipt to determine whether immediate response is required</p> <p>Cloud-based workflow system</p>
<b>Triage and management system</b> for government agencies to coordinate and assess information received from the public, and assign threats	<p>Investment in dedicated capacity to triage and assess reports against security indicators to identify threat/risk</p> <p>Integrated entity, knowledge and information management processes</p> <p>Procedural (privacy and human rights) and sensitivity (vexatious / overreporting checks)</p> <p>Pattern and trend analysis</p> <p>Delivery of a standardised and strengthened end-to-end process for assessing national security lead information</p> <p>Triage function operational up to 8hrs/7 days per week</p> <p>Investment in basic case management technology</p> <p>Cross-agency governance structure to provide a coordinated, shared agency response and system accountability</p>
<b>Referral and feedback process</b> to enable government agencies to support people who make a report, as appropriate	<p>Coordinated referral to wellbeing service providers</p> <p>Partnering with Department of the Prime Minister and Cabinet's (DPMC's) Preventing and Countering Violent Extremism framework to access disengagement services</p> <p>Acknowledgement and feedback to the reporter on their report</p>

The **Balanced Response** option is recommended because it cost-effectively lifts capability and capacity in the core functions of collection; triage, assessment and assignment; and referral to wellbeing service providers. It does this for the most part by leveraging agencies' existing systems and processes, and therefore does not require significant investment in new or advanced technologies.

This option met both Investment Objectives and all six Critical Success Factors. While it was not the highest scoring option against the Benefits (scoring marginally less than the Customer Centric+ option), the Advisory Group nevertheless considered that it would make a high contribution to all benefits. Importantly, the Balanced Response option was the only option that was considered to make a high contribution to the core function of assessment and triage, thereby improving the intelligence management function.

The **Balanced Response** option was also considered to be the lowest risk option, considerably less than the other options. There remains a high risk that a crucial lead might be missed, leading to failure to prevent a terrorism and/or violent extremism (TVE) incident. However, this was an equal risk across all options and no option can guarantee that all leads will be captured. While increased 'back-end' capacity of the Balanced Response option reduces the likelihood, the rating remains high due to the 'severe' impact of an event occurring.

This likelihood can be reduced through:

- robust systems and processes to ensure risk is identified and actioned
- clear decision-making criteria, which are agreed and recorded
- robust demand analysis and adequate resourcing
- education for the public about the purpose of the reporting system, and internal processes to manage vexatious reports
- defined and documented arrangements with NZSIS for discovery function<sup>4</sup>.

## Commercial Case

The Commercial Case outlines the procurement approach for the recommended option. Adhering to Police's ICT strategy of 're-use by design' means that:

- the technology components of the new reporting system will leverage existing Police technologies, business processes and commercial arrangements, supported by a specific statement of work for the project deliverables, and
- the recommended technology solution is aligned with the future Police enterprise architecture. This will allow the new public reporting system to be enhanced and modified in line with future Police-supported systems and architecture, avoiding technical debt.

Police is investing in a new enterprise level workflow capability, which will be supplemented by an enterprise Case Management System (CMS) in the medium term. The new reporting system will use the workflow capability, and the CMS once it is operational.

Police has a Master Services Agreement (MSA) with s9(2)(b)(i) OIA to establish the Police workflow platform and for the ongoing delivery of related support and project services. The specific work required to deliver the functionality required for the new reporting solution will be delivered under a Statement of Work appended to the Master Services Agreement.

## Management Case

The Management case details the arrangements that will be put in place for the successful delivery of the project.

As the recommended host agency, Police will lead the implementation phase. If this investment proposal receives formal approval, a project will be established to deliver the required services. The project will be delivered in accordance with best practice and the Police Delivery Framework, to ensure that time, cost, quality, and scope are managed within accepted and defined tolerances.

A dedicated project Governance Group will be established by the Senior Responsible Owner and will report on progress to Police's Project Portfolio governance, which will monitor the project.

Once implementation has been completed, governance responsibilities may be transitioned to the Police/NZSIS Executive Relationship Group (ERG), an existing governance arrangement that is

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<sup>4</sup> 'Discovery' is a process of analysing data to surface previously unknown trends, patterns or anomalies, for further investigation.

supported by a Joint Management Committee (JMC). Membership of the JMC may be extended on a case-by-case basis when specifically considering performance of the new reporting system. The key responsibilities of the cross-agency Governance Group will be to manage and coordinate inter-agency engagement, operational integration, risk management and strategic direction.

Engagement with the community will be key to the successful design of a safe, easy and accessible new public reporting system. The project will establish community advisory groups and networks on an as needed basis, as the key mechanism to enable this engagement. It is expected that these groups will bring a diversity lens on ethnic, religious and cultural sensitivities to assist with design elements of the public facing components of the new reporting system, such as website design, training material, the reporter referral process and marketing material.

The community advisory groups will draw from representatives of:

- ethnic communities (for example Māori, Pasifika, Asian, migrant and refugee)
- faith-based communities (for example Muslim, Jewish and Hindu)
- rainbow communities
- other communities (such as Youth and Disabled communities) as finance and time allows.

Effective implementation and ongoing delivery of the new reporting system requires a range of skills and capabilities. Police will leverage the existing workforce capacity and capability as much as possible, but some use of contractors in specialist services may be necessary.

#### *Existing workforce*

Arrangements for leveraging the existing workforce may include:

- ongoing, ad hoc contribution from subject matter experts – to support the project as required
- secondments – for various durations to support project delivery
- short-term support in recruitment processes for the new permanent staff (in addition to Police's Talent Pathways capability) to support the smooth recruitment and appointment process
- permanent transitions – to the new business unit during the implementation phase for some roles, so that they can assist with the design and implementation activities.

#### *Specialist services*

The following specialist services will be required to implement the new reporting system:

- project delivery expertise – to support the successful delivery of the project
- operating model design – enabled by subject matter expertise, to support efficient workflow processes, decision making criteria and standard operating procedures
- business change – to deliver a range of change planning and implementation activities
- service, content and user experience design – to support the collection function, customer experience and effective promotion
- technology system expertise – to deliver the workflow application and associated ICT requirements.



### Additional permanent staff

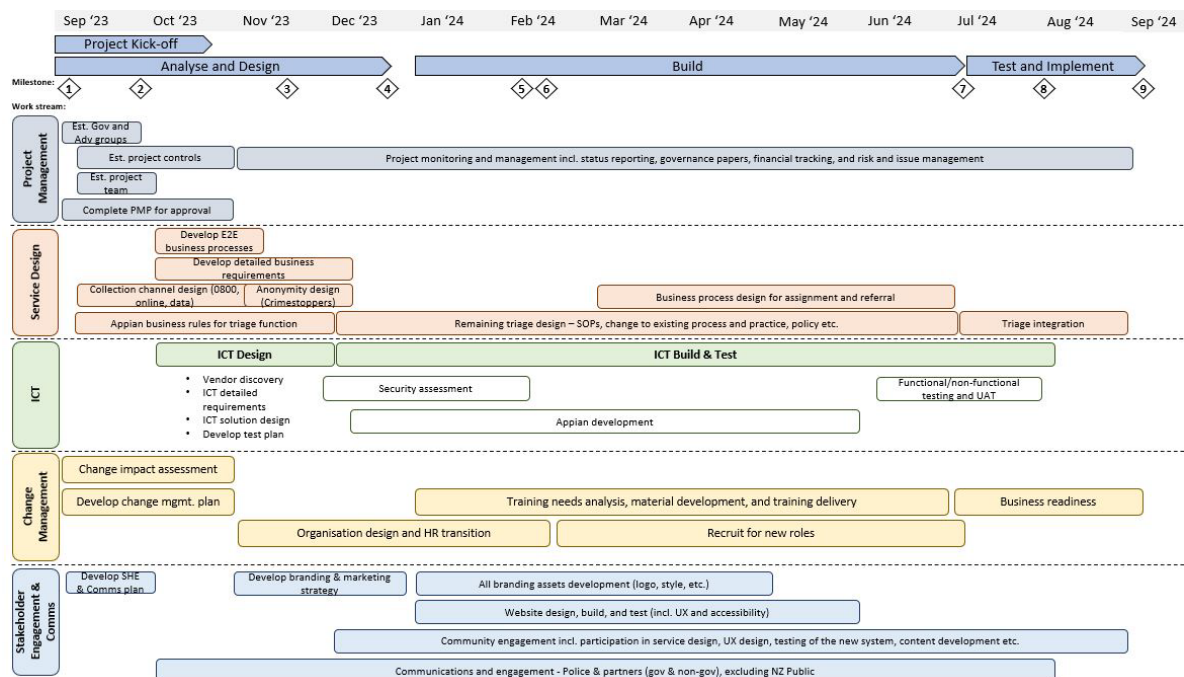
The new reporting system requires a small uplift in permanent staffing, estimated at 30 Full Time Equivalents (FTEs).

Police will recruit the minimum number of roles necessary to operate the new reporting service (including from the existing workforce where appropriate) one to two months in advance of the go-live date. This will ensure that the staff are fully trained and familiar with the new business processes and technology for day one of operations. The remaining permanent roles will be recruited as the new reporting system is embedded and aligned with the need for additional capacity and capability required to meet demand.

The following table provides the key indicative milestones for implementation of the recommended option.

Milestone activity		Indicative timing
1	Business case approved / funding available	September 2023
2	Project governance established	September 2023
3	ICT solution design complete	November 2023
4	Vendor Statement of Work complete	December 2023 (tbc)
5	Vendor Platform configuration complete	February 2024
6	Organisation design complete	February 2024
7	Staff recruitment complete	July 2024
8	User acceptance testing complete	August 2024
9	New reporting system go-live	September 2024
10	Project closure and handover to BAU	September 2024

A high-level overview of the project timeframes is illustrated below.





An initial high level Change Impact Assessment (CIA) indicates that implementing a new reporting system will result in a **medium** change requirement, spanning twelve months. The CIA identifies the following key changes:

- service delivery and process changes
- organisational and operational changes across some existing teams within Police
- technology changes
- changes affecting cross-agency service delivery partners, and
- skills and knowledge changes for some teams within Police, and for delivery partners and the New Zealand public.

The above changes will result in:

- an uplift in the capability of Police and partnering agencies to recognise, collect, record, triage, assess and assign reporting of suspicious and concerning behaviours and incidents related to violent extremism and terrorism- staff are knowledgeable and have the right tools and processes
- establishment of the optimal organisational structure to operate the new reporting service
- increased public awareness about what, where and how to report
- increased demand.

Change will be delivered in line with Police's Change Management methodology. During the implementation phase, the project will develop detailed Change Management and Stakeholder Engagement and Communications plans. The project will also establish a small team of change, communication, and stakeholder management experts to advise and support the delivery of the change management, communication and engagement strategies. The project will use internal and external working groups to:

- provide focused knowledge and insight directly to the project team during system design and development
- undertake user acceptance testing, as well as
- supporting stakeholders to feel connected to, and advocate for, the new reporting system.

Police has completed a preliminary Privacy Impact Assessment (PIA) to identify:

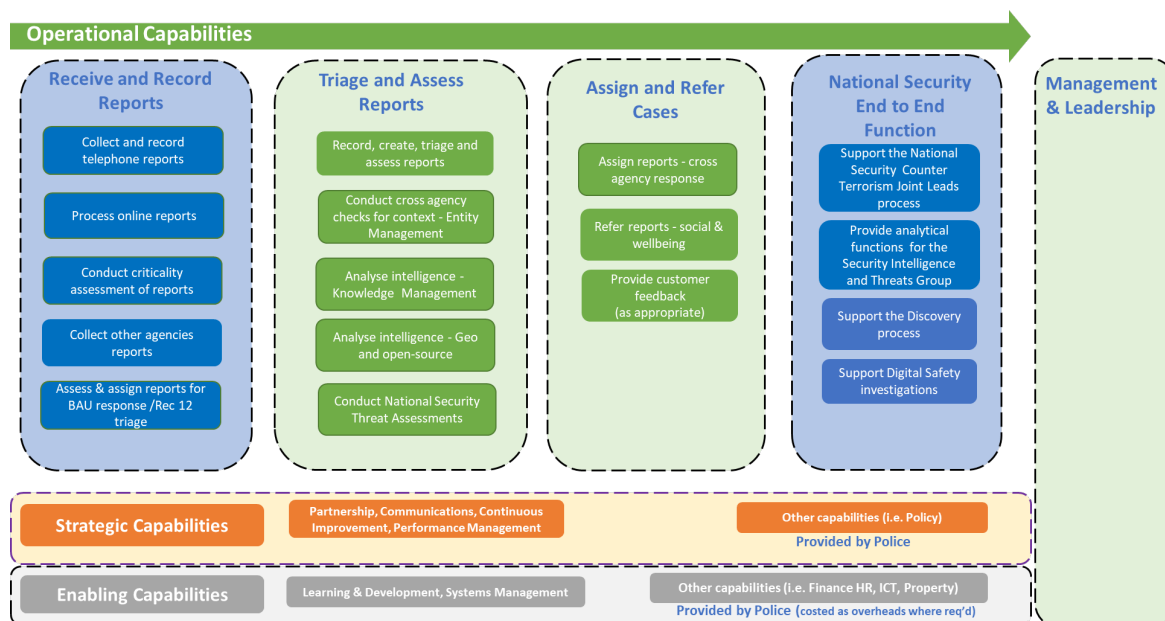
- how the collection, use, and disclosure of information differs from current Police systems and processes, and
- any additional privacy risks that will need to be addressed during the reporting system design phase.

At this stage, Police anticipates that it will be able to implement the new reporting system under existing legislative and operational requirements. Police will continue to engage with the Office of the Privacy Commissioner to assess how the proposed handling of personal information complies with the Privacy Act and to identify any privacy risks. The project team will complete a final PIA after confirming the detailed reporting system design.

The functional scope of the new reporting system is represented below, and includes the following capabilities:

- **operational:** functions that are required to deliver the service across collection, triage and assessment, assign and refer, and national security end to end functions (the 'green' functions will be established as a new business unit and the 'blue' functions will provide uplift to existing business groups)
- **strategic:** functions that provide direction and oversight to the new reporting system, and
- **enabling:** functions that support the operation of the business.

Some strategic and enabling capabilities will leverage broader Police structures and functions (for example Policy, Human Resources and Finance) to support the operational delivery of the new reporting system.



The proposed positions and FTE for the recommended option are shown below.

Position Title	Role Description	FTE
Manager of the new reporting system	Manage the workgroup and function	1
Partnership Supervisor	Manage relevant community and stakeholder partnerships	0.5
Systems Supervisor	Manage the systems, tools and processes used to deliver the new reporting system functions	0.5
105 Communicator	Respond to calls for service, assess appropriate initial response, record report in Police systems	3.5
105 Online Officer	Receive online reports, assess appropriate response, record report in Police systems	1.5
File Management Support Officer	Support the assessment, assignment and case management of reports and files	2
105 Trainer	Develop and deliver initial and ongoing training to Service Group	0.5
Triage, Assessment & Referral Supervisor	Supervise the Triage & Assessment and Assignment & Referral Teams and manage operational delivery	1
Senior Intelligence Analyst	Provide intelligence expertise, including training and mentoring, for the Triage and Assessment Team	1
Intelligence Analyst	Conduct triage and assessment functions	7

Intelligence Support Officer	Provide intelligence support to triage and assessment functions	2
Referral Support Provider	Provide support to referral service providers	1
Case Manager	Manage the assignment and referral process	2
Continuous Improvement Advisor	Lead a continuous improvement focus across the new operating model	0.5
Communications Advisor	Lead communications, promotions, and branding activities	0.5
Performance Analyst	Support data, insights, and performance reporting requirements	0.5
Joint Leads Analyst	Support the work of the Joint Leads team	3
Security Intelligence & Threats Analyst	Support business performance and tactical analysis functions of Security Intelligence & Threats Group relevant to the new reporting system	1
Digital Safety Analyst – Dept Internal Affairs	Support the collection and review of online information relevant to the scope of behaviours, and new channels of online reporting and mobile or Apps-based notifications.	1
	<b>Total estimated FTE</b>	<b>30</b>

Recruitment to full FTE levels will be scaled and phased to match initial demand.

The project will develop an all of government brand, and communications and educational material as part of the implementation phase. This work will be guided by the following:

- Communications will be clear about the types of behaviour and incidents that are in scope, and which are out of scope, as well as the centrality of privacy and human rights considerations
- Communications collateral will include information about what agencies will do with the reports (e.g. how long information will be kept, for what purpose and what restrictions will be applied to information sharing internally within Police and with other relevant agencies)
- The audience for the messaging is everyone in New Zealand, as everyone has a role to play in preventing terrorism and violent extremism
- To ensure equity of access for communities, the project may target some engagement and resources (e.g. collateral in various languages)
- Communications will leverage existing arrangements across government as much as possible (e.g. the counter-terrorism hui, engagement on the national security strategy)
- Promotion should be proportionate to the current threat level.

Given the level of uncertainty around the public response to the new reporting system and the potential impact to the underlying business processes and technology solution, this SSBC recommends that the new reporting service be evaluated and reviewed no later than 24 months from the start of operation. This will provide an evidence base to support future planning as well as any changes to funding requirements. The review should consider:

- demand for the reporting service
- the scope of behaviours and incidents that the public is being asked to report
- level of public awareness of what, where and how to report
- feedback from the public on the customer experience when using the service
- the number and significance of cases assigned to the national security system for further investigation and the prevention of extremist harms
- the number of referrals to wellbeing service providers and/or dis-engagement services

- the evolving information environment (for example, the use of Artificial Intelligence in reports), and
- any additional resources that may be required so that agencies can adequately respond to reports that are assigned to them for response.

The post implementation evaluation will inform any necessary modifications to the service in terms of service levels, technology enhancements and resource needs.

## Financial Case

The Financial Case details the funding required to meet the one-off costs to implement and the ongoing capacity and capability costs to operate the recommended option.

In April 2022, Cabinet approved a \$13.50 million tagged operating contingency for inclusion in the 2022 Budget package related to the initiative Reporting System for Concerning Behaviours and Incidents.

To date, \$1.52 million has been approved for draw down by Cabinet to develop a business case and, given Cabinet has already made the decision to go forward with investment in the new reporting system, some of this funding will also be used to begin work on pre-implementation set up activities.

The total investment proposal for the new reporting system over the period 2023/24 to 2029/30, including capital charge, contingency and depreciation but excluding GST, is \$41.689million.

The proposed funding arrangements for the recommended option are:

- **capital expenditure** - \$3.977 million (including contingency). Funding for the capital requirement of this project is to be confirmed as part of the Treasury process (e.g., charged as a pre-commitment against the multi-year capital allowance)
- **operating expenditure** - \$37.713 million (including capital charge, contingency and depreciation). Funding for operating costs is provided by the remaining tagged operating contingency. An additional \$3.301 million (FY26/27) and \$0.923 million (ongoing) operating expenditure to cover the depreciation and capital charge, the funding is to be confirmed as part of the Treasury process (e.g., to be charged as a pre-commitment against the Budget 2024 operating allowance). Operating expenditure is identified as follows:
  - **one-off project costs** of \$3.735 million for 2023/24 and 2024/25
  - **ongoing operating costs** annualised at \$5.907 million

The original tagged contingency request did not include an amount for capital costs, following advice from Treasury that this should be sought once costs were known.

The Financial Case is underpinned by a detailed financial model used to estimate the costs of the recommended option – both capital and operating costs.

The model details two types of activity related to the new reporting system:

- **One-off implementation costs** – includes all costs of designing and implementing the processes and technology solutions, spanning a timeframe of 12 months.
- **Ongoing BAU operating costs** – includes all costs for the ongoing annual operating costs, estimated over a 5-year period.

The cost breakdown of the recommended option for the new reporting system is detailed below.

		All amounts are costs in \$m											
	Description	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	Total				
PROJECT	Operating Expenditure												
	People	1.390	0.299						1.690				
	Technology	1.568	-						1.568				
	Other Implementation	0.203	0.011						0.214				
	Contingency	0.262	0.003						0.264				
Total Project operating costs		(a)	3.423	0.313	-	-	-	-	-	3.735			
BAU	People	-	2.326	3.721	3.721	3.721	3.721	3.721	20.933				
	Technology	-	0.494	0.592	0.592	0.592	0.592	0.592	3.455				
	Other BAU	-	0.499	0.679	0.599	0.599	0.599	0.599	3.576				
	Capital Charge	0.181	0.199	0.199	0.199	0.199	0.199	0.199	1.374				
	Depreciation	-	0.663	0.795	0.795	0.795	0.795	0.795	4.640				
Total BAU operating costs			0.181	4.181	5.987	5.907	5.907	5.907	5.907	33.977			
Total Operating Expenditure			3.604	4.494	5.987	5.907	5.907	5.907	5.907	37.713			
Adjustment for items not incl in NPV calculation													
Depreciation & Capital Charge		-	0.181	-	0.862	-	0.994	-	0.994	-	0.994	-	6.014
Total Operating Expenditure excl Depreciation & CC			3.423	3.632	4.993	4.913	4.913	4.913	4.913	4.913	31.699		
Capital Expenditure													
People			1.668	0.347							2.014		
Technology			1.793	-							1.793		
Other Implementation			-	-							-		
Contingency			0.158	0.012							0.170		
Total Capital Expenditure		(b)	3.618	0.359	-	-	-	-	-	-	3.977		
Total Project Costs excl Depreciation		=(a)+(b)	7.041	0.672	-	-	-	-	-	-	7.712		

To align with the Treasury four-year forecasting period, the following table provides the breakdown of the total operating and capital expenditure and the additional operating (above the tagged operating contingency) required for the new reporting system.

		All amounts are costs in \$m					
Description		FY23/24	FY24/25	FY25/26	FY26/27	4 year Forecast Total	Outyears FY27/28 +
Original tagged operating contingency phasing		2.190	4.802	4.984	4.984	<b>16.961</b>	4.984
<b>Rephased tagged operating contingency</b>	(x)	<b>3.604</b>	<b>4.494</b>	<b>5.987</b>	<b>2.876</b>	<b>16.961</b>	<b>4.984</b>
<b>Total Operating Expenditure</b>	(y)	<b>3.604</b>	<b>4.494</b>	<b>5.987</b>	<b>5.907</b>	<b>19.992</b>	<b>5.907</b>
<b>Additional Operating Expenditure funding</b>	=(y)-(x)	-	-	-	<b>3.031</b>	<b>3.031</b>	<b>0.923</b>
<b>Total Capital Expenditure funding</b>		<b>3.618</b>	<b>0.359</b>	-	-	<b>3.977</b>	

Implementation costs have considered the types of expertise required and the capacity to deliver within the project timeframes. Costs are based on either the internal Police rate card / salaries for internally resourced capability, or market rates for external resources. Where possible, the project team will be established using existing Police resource.

### BAU operating costs

The capability framework of the new reporting system details the operational, strategic and enabling capabilities necessary to deliver, improve and support the new reporting system. These capabilities are used as the basis for estimating the ongoing operating costs.

Category	Activity	Type of Cost	Estimation Method
People	Operating, strategic and enabling capabilities (as per Capability Framework)	Direct Personnel, allowances, super  Overheads and recruitment costs	Police salary bands (midpoint) for similar roles, plus allowances and superannuation contributions at 3%.  Standard Police recurring overhead cost structure and current recruitment percentage of the base cost per FTE.  <i>The number of FTEs is estimated by a combination of demand volumes, number of activities undertaken at various stages and estimated duration of specific activities, i.e. report handling times for 105 Communicator or procedural, sensitivity, and open source intelligence checks undertaken by an Intelligence Analyst. Specific roles for supervision, performance analysis and system support and maintenance have been identified as required to deliver the end-to-end functional scope.</i>
Technology	Operational workflow system  Other Channels	Licensing and maintenance One off development cost annual fee	External vendor estimates.
Other Operating		Interpretation Services 0800 Calls Engagement Training & Development Promotion & Marketing Analytical Tools Miscellaneous	Activity volume and /or leveraging existing or similar costs incurred by Police.
Operating		Depreciation of asset	Implementation costs were assessed and identified as either capital (capex) or operating (opex) based on Police accounting policy. The annual depreciation has been calculated on a straight-line basis over the estimated economic life of 5 years.

A further driver of cost is the demand for the new reporting system. Individual agencies currently receive reporting on the types of behaviours that are within scope but have different approaches to capturing the data. As a result, there is no reliable data or consistent definitions around current reporting rates, or trend data that might help with projecting demand in the future.

### Assessing current demand

Police used known values of reliable data to establish current reporting levels<sup>17</sup>. It did this by taking the number of reports that had been 'triaged in' as relevant behaviours and incidents, and 'back-casting' to find total current reporting levels. A ratio of 1:5 (relevant behaviours and incidents: total

reporting) was used, as this is the conversion rate seen in the most comparable domestic and international data available.

#### *Predicting future demand*

An underlying assumption to this work was that latent demand exists, and that levels of under-reporting for behaviours and incidents within the scope of the new reporting system is similar to other public reporting levels (e.g. around reporting of crime).

While there are many drivers of demand for the new reporting system, most are outside the influence of the new reporting service. Examples of these are the security threatscape in New Zealand, levels of social cohesion, international and large-scale events.

Drivers of demand that are within the control of the new service (e.g. promotion and education about the new service, ease of use for the public) are assumed to surface some of the latent demand to a similar level to reporting of crime – i.e. around 20 – 25% of latent demand.

Modelling this, future demand is predicted to be between 220 and 275 reports per week<sup>18</sup>. For the purposes of developing the functional scope and costing FTEs, this business case uses an amount of 250 reports per week.

Police will build a level of service to respond to the predicted level of demand, adjusting the level of service if demand is higher than estimated. Any future funding requests for either Police or other agencies involved in the new system will be identified as part of a review of the service after one year of operation and would likely be sought through a budget bid.

#### *Next Steps*

This Single Stage Business Case (SSBC) seeks formal approval from Cabinet to progress the implementation of the recommended option.

Following approval of the SSBC and confirmation of the drawdown of funding, the nominated Senior Responsible Officer will appoint a Business Project Manager and establish a Project Governance Group to oversee the implementation project. The Project Manager will:

- complete the Project Management Plan (PMP)
- seek approval from Police's Project Portfolio governance to establish the full project team and the project controls, and
- begin implementation activities.

## Introduction: Implementing Recommendation 12

### Business Case Background

The December 2020 report of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 / Ko tō tātou kāinga tēnei (the RCOI report) identified opportunities to enhance New Zealand's counter-terrorism effort, including improvements to relevant Public sector agency systems and/or operational practices to ensure the prevention of such terrorist attacks in the future<sup>5</sup>. Upon receipt of the report, Cabinet agreed in principle to the RCOI report's 44 recommendations.

This business case responds to Recommendation 12 of the RCOI report: *Develop and promote an accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government.*

It proposes investing in a new reporting mechanism so that members of the public can report concerning behaviours and incidents related to terrorism and violent extremism to a single (but not exclusive) point within government. The system will also seek to address the national security vulnerability inherent in threat information silos that exist between New Zealand government agencies.

The business case affirms the Royal Commission's view that everyone has a role to play in keeping New Zealand and New Zealanders safe from terrorism and violent extremism<sup>6</sup>, and that public reporting is critical to understanding the full picture of national security threats and risks, particularly in discovering and preventing issues before they materialise into harmful actions<sup>7</sup>.

### Investment Context

The Government has committed to responding to the RCOI report by working to eradicate violent extremism and foster a truly inclusive society for people from every culture, faith, and background.

In August 2022, Cabinet made the decision to go forward with investment in a new reporting system, provided some guidance on the direction for the investment through the Cabinet paper process, and provided funding for the development of this business case. As the project received a low risk profile rating and does not involve procurement, The Treasury (Treasury) advised that the project could proceed with a Single Stage Business Case (SSBC).

In December 2022, the Minister of Police provided direction on the scope of behaviours and incidents that the public would be asked to report through the system. These are:

- behaviours related to terrorism and violent extremism, (although the system would be scalable to include related issues<sup>8</sup> if appropriate)
- behaviours that indicate mobilisation to violence and signs of radicalisation.

The Minister also agreed that the system should support reporting for early radicalisation behaviours, and that the business case should investigate a referral process that links those making

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<sup>5</sup> RCOI report, page 21.

<sup>6</sup> Ibid, page 744

<sup>7</sup> Ibid, page 103

<sup>8</sup> Related issues could include objectionable content online, transnational repression (a form of foreign interference) or hate crimes and incidents



reports to the full range of wellbeing support available. This includes providing support for a person who may be vulnerable to radicalisation.

New Zealand Police (Police) has led the development of this SSBC using Treasury's Better Business Cases™ process. This has been a cross-agency project, with input and advice from an Advisory Group made up of representatives from Police, New Zealand Security Intelligence Service (NZSIS), the Department of the Prime Minister and Cabinet (DPMC), the Department of Internal Affairs (DIA), the Ministry for Ethnic Communities (MEC), and the Ministry for Business, Innovation and Employment (MBIE) (Advisory Group). Governance of the project has been provided by a cross-agency group of senior officials from DPMC (Chair), Police, DIA, NZSIS and MEC.

## Purpose

The purpose of this SSBC is to establish an investment case for improving the system for collection; triage, assessment and assignment of information from the public regarding concerning behaviours and incidents related to terrorism and violent extremism and for referrals to wellbeing service providers for those affected by these behaviours and incidents. This includes:

- creating an all of government branded reporting collection function (with the ability to provide feedback on the value and significance of information received, where appropriate, and
- providing enhanced information management and intelligence management systems to remove information silos and 'join the dots' between agencies, where appropriate.

## Project Scope

Table 1 summarises the scope of this investment proposal.

*Table 1: Detailed business case scope*

In scope	Out of scope
<ul style="list-style-type: none"> <li>• Terrorism and violent extremism incidents or behaviours that indicate mobilisation to violence, radicalisation and/or early radicalisation<sup>9</sup></li> <li>• Behaviours or incidents within participating agencies' current mandates</li> <li>• A referral service to provide support for people who are victims of concerning behaviours, or who are vulnerable to radicalisation</li> <li>• A scalable system, so that reporting of related issues (e.g., objectionable online content, transnational repression, hate crimes and incidents) and associated system responses can be added in future, if appropriate</li> <li>• Enhancements to the collection; triage, assessment and assignment of information across agencies for the purpose of removing silos</li> <li>• Host agency and governance model for the new system</li> </ul>	<ul style="list-style-type: none"> <li>• Operational response and response capacity of participating agencies and wellbeing service providers</li> <li>• Wider national security concerns, harms, incidents, or behaviours</li> <li>• Investment in improvements already planned or underway as part of implementing other Royal Commission recommendations</li> <li>• Behaviours or incidents that do not meet the scope of the new reporting system e.g. wider cyber resilience or critical national infrastructure risks</li> <li>• Investment to improve any shortfalls in current national security-related capability and capacity in public sector agencies or other organisations</li> <li>• Promoting and educating New Zealand public on indicators of concerning behaviours, outside of branding and promotion for the new reporting system</li> </ul>

<sup>9</sup> RCOI Report: Part 2, Chapter 5: Harmful Behaviours and Glossary

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Branding and promotion of the new reporting system</li></ul> |  |
|--|--|

This SSBC outlines the case for investment in five cases:

- The **Strategic Case** provides an overview of the current state, the case for change and the potential benefits of the investment.
- The **Economic Case** describes the requirements for collection; triage, assessment and assignment of information, and a system for referring reporters to support if necessary. It analyses a range of choices and options that best meet the requirements in a value for money way and proposes a recommended investment option.
- The **Commercial Case** outlines the products / services required, analyses commercial viability and outlines the procurement and contractual arrangements required.
- The **Management Case** describes the governance and management arrangements for implementation, proposes an achievable delivery approach and outlines the change impacts, benefits management and change management approach.
- The **Financial Case** outlines the funding requirements and proposes the approach for funding.

# Strategic Case: The Case for Change

## Purpose

This Strategic Case:

- outlines the strategic context and fit for the proposed investment, demonstrating contribution to strategic intentions
- identifies the investment objectives, existing arrangements and business needs, and confirms the need for investment
- considers the potential business scope and key service requirements
- identifies the potential outcomes and benefits, and identifies the risks, constraints, dependencies, and assumptions.

## Strategic Context

New Zealand's *National Security System Handbook* defines national security as “the condition which permits the citizens of a state to go about their daily business confidently free from fear and able to make the most of opportunities to advance their way of life”.

One of the guiding principles for national security activity is that the national security system should “address all significant risks to New Zealanders and the nation”. Identifying and analysing long-term risks and taking steps to eliminate them (or reduce their likelihood and magnitude), is a key pillar in New Zealand’s approach to national security.

The new public reporting system proposed under Recommendation 12 recognises the unique capability of the public to share concerns – whether that is through speaking up about a concerning incident or behaviours, or seeking assistance for someone who might be vulnerable to radicalisation (for example, following repeated exposure to violent extremist material).

As such, the proposed investment provides an opportunity to holistically strengthen the entire system for the prevention of terrorism and violent extremism across the spectrum of unknown, emerging and known issues.

## Demand for a New Reporting System

The Royal Commission’s view was that everyone in society has a role in making New Zealand safe and inclusive; preventing, detecting and responding to current and emerging threats of terrorism and violent extremism is dependent on everyone understanding their role in the counter terrorism effort<sup>10</sup>.

This SSBC seeks to provide an accessible system for the community to report activity and behaviours of concern. Success is in part dependent on members of the public knowing what to report, and on the development and promotion of a simple pathway to allow people to report concerning behaviours or incidents to a single (but not exclusive) point within the public sector.

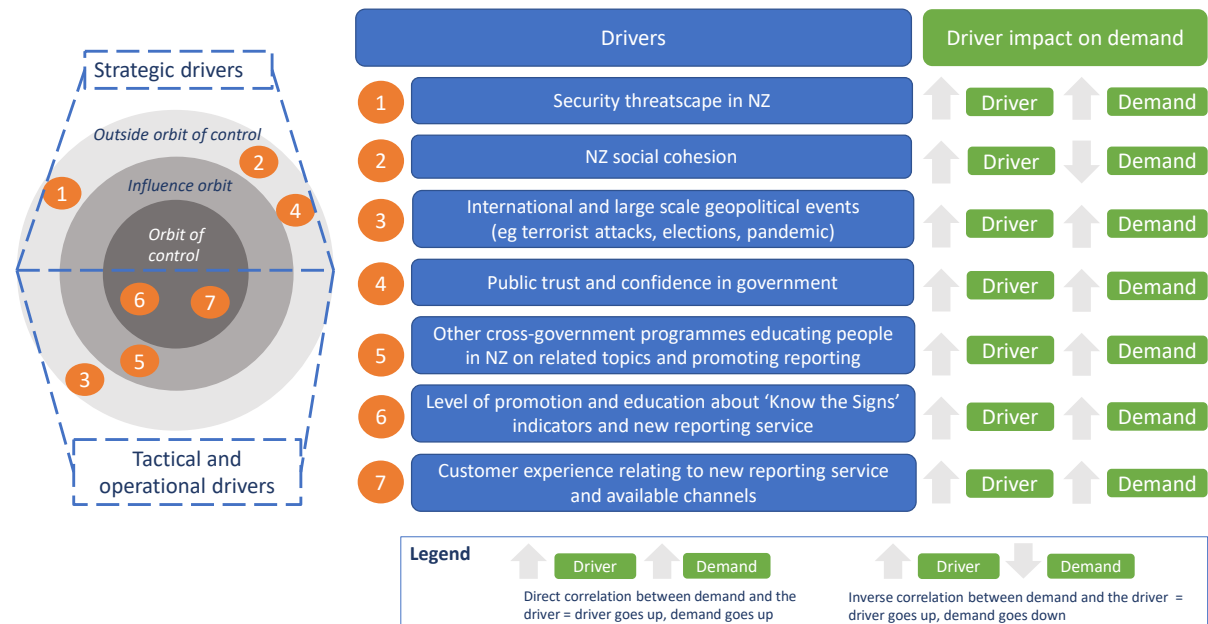
Resources such as the NZSIS publication *Kia mataara ki ngā tohu Know the Signs* – a guide for identifying signs of violent extremism raise awareness of behaviours of concern. As the public becomes more aware of which behaviours are of particular concern demand for a system to report

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<sup>10</sup> RCOI report, page 728

those behaviours is likely to grow. That demand can be influenced by a number of factors including, for example, the security threatscape in New Zealand, levels of social cohesion and significant domestic and international events. Based on the RCOI report and engagement with impacted communities, this business case assumes a level of latent concerning behaviours and incidents over and above that currently seen by agencies.

Figure 1: Drivers of demand for new reporting system



### Treaty of Waitangi

This SSBC recognises Māori both as Treaty partner and as an impacted community. The new reporting system will contribute to the Crown’s delivery on its Treaty responsibilities in a way that supports Tikanga and cultural values, including acknowledgement of Te Ao Māori. This will be done by providing a safe and accessible place for anyone in New Zealand to report concerning behaviours and incidents, and by adopting a supportive approach to sensitive issues.

Further, the new reporting system seeks equitable outcomes for Māori (and other impacted communities) by being sensitive to biased, vexatious and inappropriate ‘over-reporting’. Agencies will consider the nature of any report, including an assessment of any explicit or implicit bias, organised or systemic reporting or advocacy for a particular agenda, and ill-defined or vexatious intent. Where identified, this type of malicious reporting will not be accepted into the reporting system and therefore details of the subject will not be retained or shared.

### Alignment to Strategic Intentions

#### Counter Terrorism and Violent Extremism Strategy

The new reporting system will underpin New Zealand’s Counter Terrorism and Violent Extremism Strategy by contributing a critical dimension to the national security system: harnessing the power of working together to identify, understand and prevent harm from the impacts of terrorism and violent extremism in New Zealand.

### *All of Government Response to the RCOI report*

In November 2021, Cabinet approved a cross-government work programme that includes (but is not limited to) the implementation of all RCOI recommendations. The work programme is organised across five themes that reflect the breadth of the response to the RCOI report:

- Social cohesion, education and inclusion
- Reducing hate-motivated crime and racism
- Firearms and safety
- Countering terrorism and violent extremism, and
- Changes to the national security system.

The response to Recommendation 12 sits within the 'Countering terrorism and violent extremism' workstream. This workstream works to improve the counter-terrorism effort through legislative change, public engagement, strategy and research; initiatives to support individuals who may be at risk of radicalisation and violent acts of hate; and accession to the Budapest Convention on cybercrime. As such, development of a new system is linked to Recommendations 4, 7, 8, 13, 14, 15, 16 and 18.

The RCOI identified that success is in part dependent on members of the public knowing what to report (Recommendation 13) and on the development and promotion of a simple pathway to allow people to report concerning behaviours or incidents to a single point within the public sector.

Work to implement Recommendation 12 is therefore particularly closely linked to Recommendation 13: *Develop and publish indicators and risk factors that illustrate for the public specific behaviours that may demonstrate a person's potential for engaging in violent extremism and terrorism and update them regularly as the threatscape evolves.*

A set of indicators – 'Kia mataara ki ngā tohu Know the signs' – was published by the NZSIS in October 2022.

### *Agency Strategies and Objectives*

Implementation of Recommendation 12 also aligns with, or contributes to the achievement of, the functions, strategic intentions, priorities, outcomes or objectives of individual agencies involved in national security. Table 2 provides a summary.

*Table 2: Summary of alignment to key agency objectives, strategies and functions*

Agency	Strategic element	Element
Department of the Prime Minister and Cabinet	National security objective	<ul style="list-style-type: none"><li>• Ensuring public safety</li><li>• Maintaining democratic institutions and national values</li></ul>
	National security intelligence priority	<ul style="list-style-type: none"><li>• Terrorism and violent extremism</li></ul>
	Government's counter-terrorism priority	<ul style="list-style-type: none"><li>• To ensure the safety and security of New Zealanders both here and overseas</li></ul>
	Core capability	<ul style="list-style-type: none"><li>• Detect and investigate threats, to enable effective preventative action</li></ul>
New Zealand Police	Policing function	<ul style="list-style-type: none"><li>• National security</li><li>• Crime prevention</li><li>• Community support and reassurance</li></ul>

New Zealand Security Intelligence Service	Intelligence function	<ul style="list-style-type: none"> <li>Intelligence collection and analysis</li> </ul>
	'Discover' Strategy	<ul style="list-style-type: none"> <li>Optimising use of data and information</li> </ul>
Department of Internal Affairs	[Departmental] Outcome	<ul style="list-style-type: none"> <li>Communities across New Zealand are safe, resilient and thriving: Regulated activities (including online) minimise harm and maximise benefits to people and communities</li> </ul>

## Living Standards Framework

The expected outcomes and benefits from the proposed investment in the new reporting system have been assessed against Treasury's Living Standards Framework (LSF) and He Ara Waiora. The outcomes and benefits primarily contribute to all three levels of the LSF:

Table 3: Primary benefits by Living Standards Framework domain

Level	Domain	defined as...	delivered through...
Individual and Collective Wellbeing	Safety	Being safe from harm and the fear of harm and keeping oneself and others safe from harm	Reduced risk from terrorism and violent extremism
Institutions and Governance	Central and Local Government	The legislature, executive and judiciary, as well as entities constituted under the Public Service Act 2020, Crown Entities Act 2014, State Owned Enterprises Act 1986, Local Government Act 2002 etc.	Increased ability of agencies to identify and manage risk from terrorism and violent extremism
Wealth of Aotearoa	Social cohesion	The willingness of diverse individuals and groups to trust and cooperate with each other in the interests of all, supported by shared intercultural norms and values	Improved, equitable engagement with the public to identify areas and individuals of concern

He Ara Waiora provides an opportunity to consider more broadly the contribution of the proposed investment to the wellbeing concepts of mana tuku iho (mana deriving from a strong base of identity and belonging) and manu tauutuutu (mana found in knowing and fulfilling one's rights and responsibilities to the community, and in the participation and connectedness of an individual in their community). From this perspective, the proposed investment has broader alignment to the following domains:

Table 4: Secondary benefits by Living Standards Framework domain

Domain	LSF aim...	achieved through ...
Cultural capability and belonging	individuals can only benefit from culture and feel a sense of belonging if others actively protect, recreate and respect that culture	Identifying and mitigating risk, including to impacted communities  Providing an effective mechanism for everyone to play a role in the counter-terrorism effort
Civil society	Values and principles of civil society organisations mean that they are important to sustain culture and play an important role in creating and sustaining social cohesion	Identifying and mitigating risk, including to impacted communities

The He Ara Waiora principles purposefully incorporated in the new reporting system solution approach include:

- **Kotahitanga** – Agencies have been collaborating in the development of this SSBC through cross-agency advisory and governance structures. In addition, Police has held ongoing engagement with communities through the Kāpuia Ministerial Advisory Group, the Iwi Chairs Forum Advisory Panel, the Police Commissioner’s Muslim Reference Group and the Police Commissioner’s Ethnic Focus Forum.
- **Tikanga** – Engagement with Māori has recognised the Te Ao Māori principles of partnership, participation and protection. As such, Police is taking a Treaty-based approach to consultation, based on the principles of Kāwanatanga (Governance), Rangatiratanga (self-determination) and Rite Tahi (Equality).
- **Whanaungatanga** – Engagement with Māori has also focussed on listening to understand their lived experience and concerns.
- **Manaakitanga** – Police is following the lead of iwi Māori stakeholders in how it structures engagement with Māori. In addition, the design of the new reporting system will aim to minimise the impact from biased, vexatious and inappropriate over-reporting.
- **Tiakitanga** – Engagement with Māori recognises and supports their ability to enhance guardianship for all Māori, which they can deliver at a local level.

## Current Arrangements and Where the New Reporting System Sits

### *Improvements have been made since the RCOI report was written*

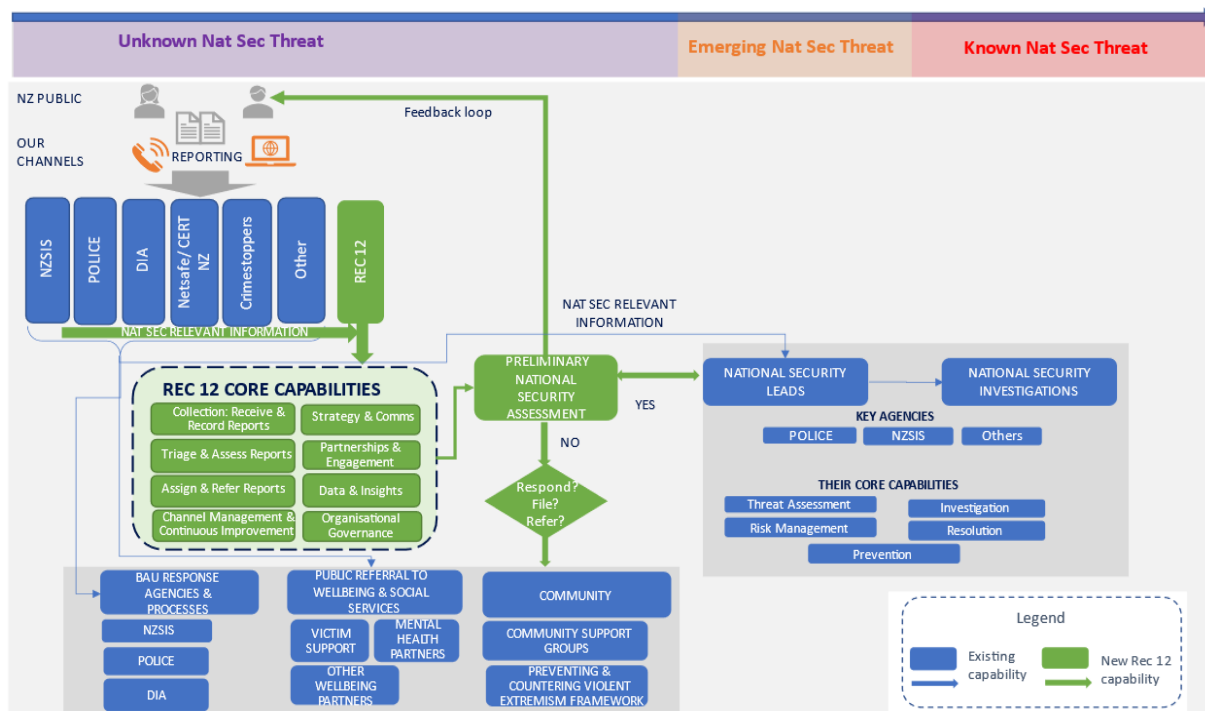
Since the release of the RCOI report, Counter-Terrorism Agencies (Police and NZSIS) have made changes to systems and processes to enhance coordination and prevention efforts. Investments have been made in strengthening how the agencies understand national security threats, so they can better manage risk. This includes standardised processes for threat assessment and information sharing around emerging and known threat issues.

Work is also underway to improve systems for the discovery of previously unknown threats. However, agencies do not have the capability, resources or social licence to continuously monitor all public sources of information (such as the internet), to discover new threats.

### *Current arrangements*

Figure 2 shows how the new reporting system will enhance the system for the prevention of terrorism and violent extremism, by creating an additional channel that will harness public awareness to surface issues otherwise unknown to the system.

Figure 2: Operation of the new reporting system, within current national security arrangements



## The Case for Change

On 6 October 2022, Police and members of the Advisory Group attended a case for change workshop facilitated by an accredited Investment Logic Map practitioner. The workshop identified the following problem statements that the proposed investment will address:

### **Agencies are not getting enough information from the public early enough for them to identify or mitigate potential threats**

Members of the public may not know where, how, why, or what to report. They may not understand the importance of the information they hold, or may think agencies are too busy to respond. People may report a single incident to multiple agencies due to a lack of clarity about the role of different agencies, or because they haven't had feedback about their report. Conversely, they may choose not to report as they are uncertain about which agency to report to.

Some people may find reporting traumatic – either because they have concerns for their personal safety or because they may be re-traumatised by having to explain their concerns to different agencies (sometimes on multiple occasions). Often this is exacerbated if the agencies lack the expertise to recognise and appropriately respond to cultural or religious sensitivities.

### **Information may not be joined up or analysed in time for threats to be identified before they materialise**

Restrictions on the collection and sharing of data (e.g. legislative mandates, privacy concerns, security classifications, technology limitations) means that information held by agencies may not be shared with other agencies.

Multiple silos of data and lack of a central analysis function means that analysis and referencing of information is mostly manual. Agencies have no easy way of systematically knowing whether



incidents are connected – either with past incidents or with incidents that another agency has information about. This means that it is harder to gain a comprehensive understanding of terrorism and violent extremism risk.

### **We don't know what capacity and capabilities are required to respond most effectively to growing threats and community concerns**

While this issue was identified as a problem, agency resourcing for response is out of scope for this project. Therefore, this problem statement is not addressed in this business case.

## **Investment Objectives, Existing Arrangements and Business Needs**

Draft Investment Objectives were developed from the workshop on 6 October 2022 and refined at subsequent meetings of the Advisory Group. The case for change is summarised for each investment objective below:

*Table 5: Investment Objective One*

<b>Investment Objective One</b>	<b>To improve the public reporting system for reporting concerning terrorism and violent extremism behaviours and incidents to government</b>
<b>Problem Statement</b>	Agencies are not getting enough information from the public early enough for them to identify or avert potential threats
<b>Aim of Investment Objective</b>	<p>This Investment Objective includes investments to:</p> <ul style="list-style-type: none"> <li>• increase public awareness of their role in New Zealand's counter terrorism effort</li> <li>• provide a simple pathway to allow people to report concerning behaviours and incidents to a single point within the public sector</li> <li>• provide a system for referring people for support (where appropriate)</li> </ul>
<b>Existing Arrangements</b>	<ul style="list-style-type: none"> <li>• Lack of reporting – reasons include: lack of public awareness of where or what to report, lack of trust in government, existing arrangements are not accessible or don't suit people's needs</li> <li>• Multiple channels (often not fit for purpose) across and within agencies, and in a variety of formats</li> <li>• Information gathered may not be passed onto the right place within or across agencies in a timely way</li> <li>• Considerable 'noise' in reporting that can hide crucial information and can create a delay in discovery</li> <li>• Limited channels and procedures for feedback/acknowledgement to the reporter</li> </ul>
<b>Business Needs</b>	<ul style="list-style-type: none"> <li>• People feel confident to report through a safe, easy and accessible system that includes acknowledgement and/or feedback</li> <li>• No wrong door, but all doors lead to the right place, regardless of agency (one central reporting backend)</li> <li>• Investment in training and awareness for the public and agencies involved</li> <li>• Referrals to wellbeing service providers where appropriate</li> </ul>
<b>Outcomes sought</b>	<ul style="list-style-type: none"> <li>• The public are aware of what, where and how to report and are willing to do so</li> <li>• Government agencies receive information from the public to enable identification of, and appropriate response to, potential threats</li> <li>• Improved likelihood of timely notification of threat information in order to manage risk</li> </ul>

Table 6: Investment Objective Two

<b>Investment Objective Two</b>	<b>To improve the system across government agencies for joining up, triaging and managing publicly reported terrorism and violent extremism information</b>
<b>Problem Statement</b>	Information may not be joined up or analysed in time for threats to be identified before they materialise
<b>Aim of Investment Objective</b>	<p>This Investment Objective includes investments to:</p> <ul style="list-style-type: none"> <li>strengthen the sharing of information</li> <li>provide a centralised point of coordination</li> <li>enhance intelligence management by supporting agencies' discovery efforts</li> <li>add value to public reporting through triage, entity and knowledge management to understand risk factors</li> </ul>
<b>Existing Arrangements</b>	<ul style="list-style-type: none"> <li>Inconsistent, manual processes that differ within and between agencies and differ according to the channel information it is reported through</li> <li>Agencies use different technologies that have varying levels of sophistication</li> <li>An overreliance on individual staff members knowing who to contact within and between agencies about reports and leads, and when and how to contact</li> <li>No easy way to identify the entirety of what one agency may know about a particular entity, or what other agencies may know</li> </ul>
<b>Business Needs</b>	<ul style="list-style-type: none"> <li>A smart and flexible system aligned to agencies' needs, that both has surge capacity and is future proofed, including: <ul style="list-style-type: none"> <li>Intelligent front-end (including entity management) that supports efficient triage, prioritisation and escalation</li> <li>Case management system that spans multiple agencies and is integrated with current systems</li> <li>Information management and sharing that supports a system and workforce that are co-located</li> </ul> </li> <li>Clear process on triage of reports and how to manage/respond to each, including clearly defined roles and responsibilities of agencies</li> <li>Ability to manage information that falls below usual agency response thresholds</li> <li>Common language and common training for agency staff</li> <li>Resourcing at the right level, including clearances, and appropriately trained staff</li> <li>System that supports assessment of trends for reporting and strategic threat assessments</li> </ul>
<b>Outcomes sought</b>	<ul style="list-style-type: none"> <li>Government response is integrated and collaborative</li> <li>Government agencies build a wider understanding of the threat environment to identify risk and track trends</li> </ul>

Advisory Group members identified and agreed the business needs and key service requirements over a number of workshops between November 2022 and February 2023. The following high-level requirements have been identified and tested during the development of this SSBC.

Table 7: High level service requirements

<b>Requirement</b>	<b>Description</b>
<b>Accessible, easy and safe</b>	The improved reporting system must be easy and safe for people to use, and accessible to a wide range of people including those most likely to experience or observe concerning terrorism and violent extremism-related behaviours or incidents
<b>Informed and alert</b>	The improved reporting and response system relies on people who report – and people who work in public services or with the public – being alert and able to identify what to report and know to whom and where to report
<b>Connected, organised and effective</b>	The improved system for joining up, triaging and managing reported information across government agencies uses technology-enabled business processes, skilled staff and access to common information and knowledge

<b>Learning and resilient</b>	The improved reporting and response system must enable oversight and management of the system's performance and contribute new knowledge to the national security system and priorities
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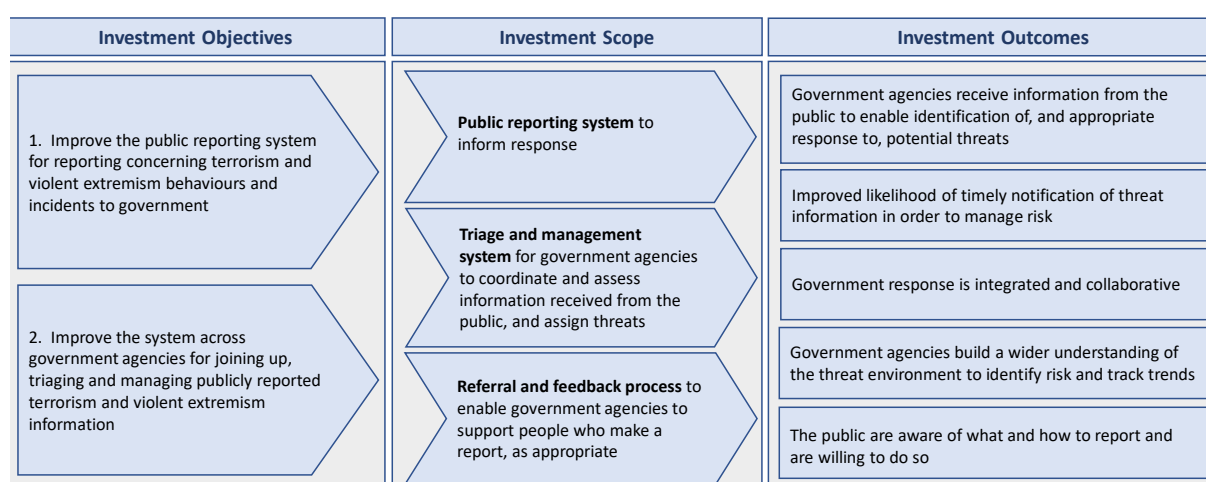
The detailed service requirements and business needs can be found in **Appendix B** (page 78).

The key driver for this investment is improving the ability to manage the risk posed by terrorism and violent extremism behaviours and incidents. It will do this by delivering a new public reporting system for concerning behaviours and incidents that is safe, easy and accessible for the public to use. It will also deliver arrangements and ways of working that will improve the ability for agencies to work together to mitigate the risk of terrorism and violent extremism in New Zealand.

The Investment Objectives will be realised through investment in the following specific improvements and interventions:

- New public reporting system to inform response
- Triage and management system for government agencies to coordinate and assess information received from the public, and assign threats (to agencies for further investigation and response)
- Referral to wellbeing service providers and a feedback process to enable appropriate government agencies to support people who make a report, as appropriate.

Figure 3: Summary of Investment Objectives, Deliverables and Outcomes



## Key Stakeholders

The approach to stakeholder management and engagement incorporates relevant parts of the DPMC's RCOI engagement tool, and is aligned with International Association for Public Participation (IAP2) and existing Police stakeholder management framework methodology.

A wide range of stakeholders with interest in the expected project outcomes is detailed in the stakeholder map in **Appendix C** (page 81). Engagement with a subset of key stakeholders has informed the development of this business case. In addition to the cross-agency Governance and Advisory Group members, this group includes:

- Kāpuia Ministerial Advisory Group
- Iwi Chairs Forum Advisory Panel
- Police Commissioner’s Muslim Reference Group
- Police Commissioner’s Ethnic Focus Forum
- impacted faith / culturally based / ethnically / issue – based communities
- RCOI Responsible Ministers
- The Treasury
- Office of the Privacy Commissioner
- Human Rights Commission
- CERT NZ
- Crimestoppers
- Netsafe
- Victim Support and wellbeing service providers.

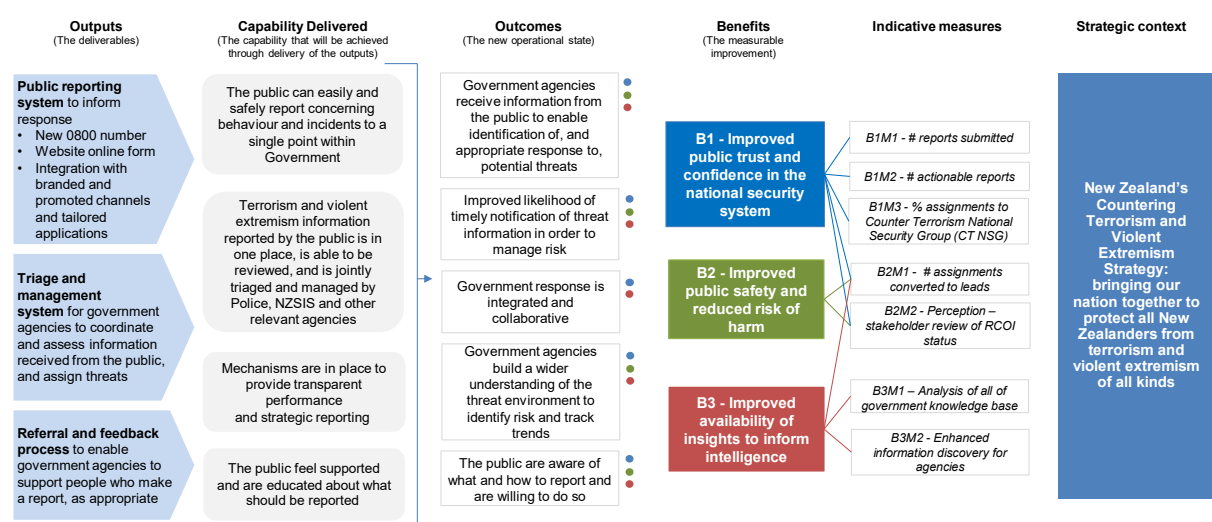
Further engagement will be undertaken with the wider group of stakeholders as the project moves to the design and implementation stage, should this SSBC be approved.

## Main Benefits

The fit for purpose “top down” benefits planning approach started with a workshop on 23 February 2023 with representatives from Police, DPMC, DIA and NZSIS. This inclusive and collaborative approach was designed to ensure all agencies agree the outcomes expected from the project. It enables an agreed overview of the outputs and deliverables, the capabilities that are expected to be delivered, and the measures that could be used to evidence the success of the project in due course.

This approach also leverages agency experience and expertise, given that each agency has critical insights into the impact of current state limitations and potential value that will be realised through the successful completion of the project.

Figure 4: Benefits Logic Map for the new reporting system:



A Benefits Realisation Plan is in development, and will enable the ongoing tracking and monitoring of agreed benefits should the recommended option be approved.

## Main Risks

Risks for the achievement of the Investment Objectives were identified and evaluated by Police and the Advisory Group workshops throughout the business case process. The key risks are:

Table 8: Key strategic risks

Key risk	Controlled risk rating	Comments / Mitigations
SCR7: The system fails to identify a crucial lead which leads to failure to prevent a TVE incident	High	Robust systems and processes and clear decision-making criteria. Robust demand analysis and adequate resourcing. Education for public about purpose of reporting system. Documented arrangements with NZSIS for discovery function.
SCR2: A shift in Government investment priorities negatively affects this project which means project may not be delivered, or investment objectives / benefits may not be realised	High	Develop a robust Business Case that is compelling and investment logical.
SCR5: Reporting mechanisms within external agencies do not share information with the new system, perpetuating information silos	High	Ensure and agree information sharing pathway. Create processes where needed. Ongoing engagement with other agencies. Possibility of Service Level Agreements (SLA).
SCR4: Lack of public clarity about the purpose of system leads to fewer reports / wrong types of reports and a less effective system	Medium	Maintain awareness of / alignment with other reporting systems. Effective promotion strategy. Effective off-ramps for non-core reporting.
SCR9: Agencies cannot respond to increased workload, leading to failure to realise intended benefits	Medium	As agency response is out of scope for this SSBC, engage agencies to encourage them to consider their own priorities and processes. Robust demand analysis.

A full list of all risks related to the new system can be found in **Appendix D** (page 82).

## Key Constraints, Dependencies and Assumptions

The proposal is subject to the following constraints, dependencies and assumptions.

Table 9: Key constraints, dependencies and assumptions

Constraints	
C1	The legislation and mandates that the participating agencies can act under may limit the preferred solution/scope
C2	The level of available funding may constrain the Government's ability to invest in the preferred option
C3	The preferred solution must interface with participating agencies' existing systems
C4	The new reporting system will be constrained by existing privacy legislation and principles
Dependencies	
D1	The preferred solution will need an appropriate level of training/change management activities undertaken by each participating agency
D2	The project will need all participating agencies to provide required resources to meet project timelines and deliver the preferred solution

D3	The implementation of the preferred solution will need the Police Operational Workflow Project to complete Phase 1 and Phase 2 for the required technology components to be available for the new reporting system
<b>Assumptions</b>	
A1	Participating agencies' staff resource for the collection and triage functions will be funded by the operating budget for the new reporting system
A2	Wellbeing and de-escalation pathways (for agencies to refer reporters to) are available
A3	Participating agencies will share relevant TVE information into the system in a timely manner

## Economic Case: Identifying the Best Option

### Purpose

This Economic Case identifies and analyses a wide range of investment options to identify the solution that best meets the Investment Objectives while optimising value for money. It:

- identifies options to meet the service requirements and business needs identified in the Strategic Case
- identifies Critical Success Factors (CSFs), which are used to help evaluate the options
- assesses the options to identify first a long list and then a short list of solutions
- evaluates the short list solutions by assessing the costs, benefits and risks of each
- suggests a recommended option.

### Critical Success Factors

Police as the lead agency drafted a set of CSFs and tested and refined these at workshops with the Advisory Group on 19 and 25 January and 2 February 2023. The CSFs for the evaluation of options are:

Table 10: Critical Success Factors for the new reporting system

Key Critical Success Factors	Broad Description – how well the option:	Proposal-specific Critical Success Factors
<b>Strategic fit and business needs</b>	meets the agreed investment objectives, related business needs and requirements, and fits with the RCOI recommendations and other strategies, programmes and projects	maximises the connection with and/or leverages existing Countering Terrorism/Countering Violent Extremism capability within government
<b>Potential value for money and public value</b>	optimises value for money (i.e. the optimal mix of potential benefits, costs and risks)	includes non-monetary benefits and contribution to Wellbeing outcomes
<b>Supplier capacity and capability</b>	matches the ability of potential suppliers to deliver the required services, and is likely to result in a sustainable arrangement that optimises value for money over the term of the contract	N/A
<b>Likely affordability</b>	can be met from likely available funding, and matches other funding constraints	can be met from likely current Crown funding, is cognisant of funding constraints and the need for financial sustainability
<b>Likely achievability</b>	is likely to be delivered given the ability of organisation(s) to respond to the changes required, and matches the level of available skills required for successful delivery	can be delivered within the operating environment and resource supplied by entities in a specific time frame
<b>Customer centric</b>	puts the customer / reporting public at the heart of its considerations	service is accessible, easy and safe public is well informed about what, where and how to report

## Long-List Options and Initial Options Assessment

Police as the lead agency drafted the dimensions and choices found in Figure 5, based on the detailed Service Requirements and Business Needs identified in the Strategic Case. The dimensions and choices were refined and agreed at workshops with the Advisory Group on 25 January 2023 and 2 February 2023.

Note that in December 2022 the Minister of Police had provided direction on the scope of behaviours and incidents that the public would be asked to report through the system. This is a policy decision that is common to any option and therefore was not identified as a specific dimension or choice as part of this process.

Figure 5: Project dimensions and choices

Scope (what)	1. Collection functionality	1.1 Status Quo - Use existing agency capability and capacity	1.2 Expand existing agency capability and capacity	1.3 Create new bespoke capability and capacity			
	2. Customer experience	2.1 Retain existing customer service arrangements	2.2 Meets basic customer service expectations	2.3 Meets intermediate customer service expectations	2.4 Meets maximum customer service expectations		
	3. Triage Functionality	3.1 Minimum triage capability	3.2 Intermediate triage capability	3.3 Advanced triage capability			
	4. Public Referral for Support	4.1 No referral	4.2 Provide advice for self-service	4.3 Coordinate response to existing referral agency	4.4 Create new internal referral mechanisms		
Solution (How)	5. Processing Technology	5.1 Basic – manual interfaces between existing tech/systems	5.2 Enhanced tech/system of participating agencies	5.3 Adopt agency tech / system	5.4 Bespoke Common Operating platform		
	6. Reporting Content	6.1 Existing formats and file types	6.2 Minimum plus some additional formats/file types	6.3 All file types, no restrictions including dark web			
Delivery (Who)	7. Ownership & Governance	7.1 Existing separate ownership & governance	7.2 Single agency host - Police	7.3 Single agency host - NZSIS	7.4 Single Agency host, cross agency governance	7.5 Cross-agency entity (physical or virtual fusion arrangement)	7.6 New govt agency
Implementation (When)	8. Implementation: Functionality	8.1 Retain existing separate functions	8.2 Stand up basic service, no further plans	8.3 Iterative/Phased Release	8.4 Full Release		
	9. Funding	9.1 No specific funding	9.2 Tagged Contingency	9.3 Tagged + additional	9.4 Phased Approach Business Case		

An analysis of the advantages and disadvantages of each choice is set out in **Appendix E** (page 84).

These choices were assessed by the Advisory Group against the Investment Objectives CSFs at a workshop on 2 February 2023. A summary of this assessment can be found in **Appendix F** (page 87). The following choices were not carried forward for consideration as part of a solution:

Table 11: Choices discounted from further consideration

No.	Dimension	Choice	Reason discounted
1.3	Collection functionality	Create new bespoke capability and capacity	<ul style="list-style-type: none"> <li>May not meet value for money for predicted demand volumes</li> <li>Requires more investment to deliver on complex requirements</li> <li>Would most likely be unaffordable based on return on investment</li> </ul>



2.4	Customer experience	Meets maximum customer service expectations	<ul style="list-style-type: none"> <li>Significant cost may impact likely return on investment</li> </ul>
3.3	Triage functionality	Advanced triage capability	<ul style="list-style-type: none"> <li>Significant cost may impact likely return on investment</li> <li>Will take longer to implement due to complexity</li> </ul>
4.4	Public referral for support	Create new internal referral mechanisms	<ul style="list-style-type: none"> <li>Outside of relevant agency mandates</li> <li>High cost</li> <li>Duplicates existing services</li> </ul>
5.4	Processing technology	Bespoke common operating platform	<ul style="list-style-type: none"> <li>Significant cost for a likely low demand volume system</li> <li>Could have long implementation timeframes</li> </ul>
6.3	Reporting content	All files/formats, no restrictions including dark web	<ul style="list-style-type: none"> <li>Not all agencies are able to accept all existing file types and build for future file types/ formats</li> <li>Increased complexity, cost and security</li> </ul>
7.6	Ownership and governance	New government agency	<ul style="list-style-type: none"> <li>Not affordable, achievable or value for money based on predicted demand</li> <li>May require legislation</li> <li>Expected long implementation time</li> </ul>

Note that while options 7.2 and 7.3 (Figure 5 above) were not discounted, there are existing Police / NZSIS governance arrangements which in effect negate these as desirable options. Therefore, they were not used in any of the long-list options.

Following this assessment, Police as the lead agency developed a long list of options. The list included Status Quo and 'Do minimum' options, as well as options that focussed on specific aspects of the new system (such as customer-centricity, or arrangements that improve the intelligence management system).

The long list options are described below. Further detail about each option can be found in **Appendix G** (page 88).

*Table 12: Long list options*

Option	High level description
<b>0</b>	The Status Quo approach – attempts to deliver improvements without further investment in systems, processes or people. This option recognises that agencies currently deliver reporting and resolution services, but from within their own agency centric positions. This option represents a negligible increase in responsiveness and effectiveness across the system.
<b>1</b>	<p>This is a 'do minimum' approach, to provide for incremental system and people improvements over the baseline option. It delivers minimal enhancements to existing arrangements, systems, processes and outcomes. It is deemed as achievable, affordable, and value for money but does not maximise public value or result in significant change.</p> <p>The option envisions limited improvement in strategic fit and business need but is likely to only partially meet the customer centric criteria as it does not address community expectations of significant, holistic systemic improvement.</p> <p>This option represents a minimal increase in responsiveness and effectiveness across the system.</p>
<b>2</b>	<p>Emphasising the centrality of the customer experience to the success of a new public reporting system, this option provides for more investment in the safe, easy, and accessible elements of the user experience – such as the range of reporting channels and the skills, knowledge, and experience of the report takers. This option invests more in the elements to build public trust and confidence in the system, rather than the back-end support structures. This option also supports a reporter referral process to wellbeing service providers, but only by providing basic advice on available options.</p> <p>This option represents a moderate increase in responsiveness and effectiveness across the system.</p>

<b>3</b>	This option delivers the enhancements of the customer centric approach in option 2; includes more investment in the referral process (moving to actively coordinate referrals); and provides for more comprehensive technology options to underpin system performance (i.e., scope to increase capability, automation, and future proofing). This option represents significant improvement in responsiveness and effectiveness to the public, supported by smart, intuitive technologies and processes. As such, this will likely attract a higher cost profile.
<b>4</b>	This option emphasises the importance and effectiveness of the triage process in adding value to the information reported (i.e. entity management, context and risk factors) in order to make informed decisions on escalation. Other choices remain at minimal levels. The option is designed to enhance Investment Objective 2 for improving the back end of the reporting system – to triage and assess reports for further assignment/referral to wellbeing service providers or filing. This approach also emphasises the importance of the feedback process. This option represents a moderate increase in responsiveness and effectiveness across the system.
<b>5</b>	This option emphasises investment/enhancement of existing systems and process in the operational agencies, to complement or develop current capability and/or increase capacity. This option seeks to minimise duplication of effort and streamline processes. This option represents a minimal increase in responsiveness and effectiveness across the system.
<b>6</b>	This option seeks to lift capability across all dimensions – improving the customer experience and back-end functions, proactive support for reporter referrals to wellbeing service providers, and utilising enhanced technology solutions. As such, it represents the ‘do most’ of the viable choices whilst remaining inside the affordability, achievability, and customer centric envelopes. This option represents a significant increase in responsiveness and effectiveness across the system.

## Assessment of Long List Options

The long list options were assessed at an Advisory Group workshop on 16 February 2023. During this assessment, options 0, 1, 4, 5 and 6 were discounted. Due to their similarity, options 5 and 6 were combined to make a new option 7, which was then assessed. The rationale for this decision is outlined below.

*Table 13: Long list option 7*

<b>Option</b>	<b>High level description</b>
<b>7</b>	This option seeks to lift capability across the functions of collection, customer experience (including referral to wellbeing service providers) and triage, by leveraging agencies’ existing systems and processes. As such, it represents significant improvement in responsiveness and effectiveness across the core functions of collection; triage, assessment and assignment; and reporter referral, but without the need for significant investment in new/advanced technologies.

### Discounting Option 0

Option 0 captures the status quo, i.e. the existing ad-hoc non-integrated systems and processes being used to capture events within the scope of the new reporting system. This is the approach that attempts to deliver improvements without investment in systems, processes or people.

This option was assessed as not viable and was discounted as it does not deliver any improvements for the reporter or the agencies involved, or in delivering to the intent of the RCOI. More specifically, it was discounted because:

- it did not fulfil the investment objectives or meet any of the CSFs

- known systemic vulnerabilities would remain and there would be no improvement to information sharing arrangements between agencies
- it did not provide any functional improvement to the existing national security framework and the lived experience of impacted communities, and
- it did not have sufficient customer focus.

#### *Discounting Option 1*

Option 1 aimed for the 'do minimum' approach to provide incremental system and people improvements over the status quo option. This option met both investment objectives and met four of the six CSFs. It only partially met the CSFs of strategic fit and business needs, and customer centricity. This option would provide minimal improvement to the system and processes and would create some improvement in the volume of reporting.

However, it was considered that this option would not make a significant enough improvement for reporters or agencies to justify its likely cost. It would not deliver to the intent of the RCOI, and was discounted more specifically because:

- it did not provide any functional improvements to the existing national security framework and the lived experience of impacted communities
- known systematic vulnerabilities would largely remain and there would be no improvement to information sharing arrangements between agencies, and
- it did not have sufficient customer focus.

#### *Discounting Option 4*

Option 4 emphasised the importance and effectiveness of the triage process in adding value to the information reported, in order to make informed decisions on escalation. It introduces information, case and knowledge management functions to strengthen and streamline report processing, repurposes existing technology, provides an option for extended hours of operation and strengthens the cross-agency approach. Other components remain at minimal levels.

This option met both investment objectives, and five of the six CSFs. It only partially met the CSF of customer centricity.

This option was assessed as not viable and was discounted as, whilst improving the backend processes for the agencies involved, it did not add any significant improvement to the reporter experience. More specifically, it was discounted because:

- there were no substantive improvements for reporter referrals to wellbeing service providers, and
- it did not meet the RCOI intent for transformational improvement across component functions.

#### *Assessing and amalgamating Options 5 and 6*

Option 5 emphasized investment in and enhancement of existing systems and processes in the operational agencies, to complement or develop current capability and/or increase capacity.

This option met both investment objectives and all CSFs and was to be carried forward as a viable option.

Option 5 provided incremental improvement in existing functions and systems (collection; triage, assessment and assignment; and reporter referrals to wellbeing service providers) proportionate to the expected level of demand, and more specifically would:

- be expected to reduce duplication
- be quicker and more cost effective to implement, and
- have reduced training overheads.

However, it was not considered to provide transformational change.

Option 6 looked to lift capability across all dimensions – improving the customer experience and back-end functions, proactively supporting referrals for reporters who needed support, and utilising enhanced technology solutions. As such it represented the ‘do most’ of all options.

Assessment of Option 6 identified similar advantages to Option 5 above but also included:

- allowing for the introduction of enhanced technology (future proofing), and
- supporting collaboration and reduction in information silos.

While assessing Option 6, the Advisory Group considered that the differences between Options 5 and 6 were not significant enough to warrant having them as separate options. The Group did not complete a full assessment of Option 6, but created a new, merged, option (Option 7).

Options 5 and 6 were not carried forward as individual viable options onto the short list and were effectively discounted.

A summary of the assessment can be found in **Appendix H** (page 89).

## Recommended Host Agency

At an Advisory Group workshop on 17 March 2023, the Advisory Group agreed to recommend Police as the host agency for the new reporting system. This is because Police has the legal mandate to investigate all the behaviours and incidents that are expected to be reported through the system. It also has the existing systems, capability (including communications centres) and stakeholder relationships that support the operation of the system. This recommendation was endorsed by the Minister of Police in April 2023.

Under the draft operating model shown in Figure 2 (page 32), Police will operate the information collection, triage, assessment and assignment functions, and refer reporters for wellbeing support if appropriate. The discovery<sup>11</sup> or ‘join the dots’ function will be carried out by NZSIS, as it is now.

## Short List Options and Options Assessment

Based on analysis of the long-list options, the recommended short-list is:

- Customer Centric (previously option 2)
- Balanced Response (previously option 7)
- Customer Centric+ (previously option 3).

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<sup>11</sup> ‘Discovery’ is a process of analysing data to surface previously unknown trends, patterns or anomalies, for further investigation

Option 0 (the Status Quo option) was retained as a baseline comparator. Noting that over time there would likely be nominal baseline investment (in, for example, adding website content, minimal training for staff and minor enhancements to the existing case management system), this would not be a true Status Quo. This option was therefore carried forward in its slightly modified form as the Counterfactual option. It was considered that the assessments of Option 0 against the IOs and CSFs equally applied to the Counterfactual.

Figure 6 shows how the short list options were comprised of choices that satisfied the Investment Objectives and CSFs.

Figure 6: Dimensions and choices of short-listed options

● Customer Centric ● Balanced Response ● Customer Centric+

Scope (What)	1. Collection functionality	1.1 Status Quo - Use existing agency capability and capacity	1.2 Expand existing agency capability and capacity	1.3 Create new bespoke capability and capacity			
	2. Customer experience	2.1 Retain existing customer service arrangements	2.2 Meets basic customer service expectations	2.3 Meets intermediate customer service expectations	2.4 Meets maximum customer service expectations		
	3. Triage Functionality	3.1 Minimum triage capability	3.2 Intermediate triage capability	3.3 Advanced triage capability			
	4. Public Referral for Support	4.1 No referral	4.2 Provide advice for self-service	4.3 Coordinate response to existing referral agency	4.4 Create new internal referral mechanisms		
Solution (How)	5. Processing Technology	5.1 Basic – manual interfaces between existing tech/systems	5.2 Enhanced tech/system of participating agencies	5.3 Adopt agency tech / system	5.4 Bespoke Common Operating platform		
	6. Reporting Content	6.1 Existing formats and file types	6.2 Minimum plus some additional formats/file types	6.3 All file types, no restrictions including dark web			
Delivery (Who)	7. Ownership & Governance	7.1 Existing separate ownership & governance	7.2 Single agency host - Police	7.3 Single agency host - NZSIS	7.4 Single Agency host, cross agency governance	7.5 Cross-agency entity (physical or virtual fusion arrangement)	7.6 New govt agency
Implementation (When)	8. Implementation: Functionality	8.1 Retain existing separate functions	8.2 Stand up basic service, no further plans	8.3 Iterative/Phased Release	8.4 Full Release		
	9. Funding	9.1 No specific funding	9.2 Tagged Contingency	9.3 Tagged + additional	9.4 Phased Approach Business Case		

A summary assessment of each short-listed option is below.

Table 14: Short list options appraisals

Counterfactual	
Investment strategy	<b>Minimal investment over time to optimise existing services and capabilities</b>
Total costs	<b>\$0.74m</b> for period 2023/24 – 2029/30
Advantages	Some (although very low) contribution to benefits Most affordable option, with shortest time to implement
Disadvantages	High risk to achieving project outcomes and meeting RCOI intent Does not provide any functional improvements to the existing national security framework and the lived experience of the public Known systemic vulnerabilities remain Does not have sufficient customer focus No improvement to information sharing arrangements
Conclusion	<b>Carried forward as comparator only</b>

<b>Customer Centric</b>	
Investment strategy	<b>Investment in enhancing the customer experience; minimal investment in the supporting technology and processes</b>
Total costs	<b>\$25.59m</b> for period 2023/24 – 2029/30
Advantages	Meets all CSFs Medium contribution to Benefit 1: Improved public trust and confidence through delivery of safe, easy and accessible channel; however, with limited investment in back-end functions it makes a low contribution to Benefits 2 and 3 Low implementation risk as is a low technology option
Disadvantages	Highest risk score - Scored 'high' on all 3 risks to achievement of project outcomes and 1 CSF risk Does not provide corresponding investment in back-end systems Minimal enhancements to deliver initial basic service only - does not provide change to the extent envisaged by RCOI report and stakeholders
<b>Conclusion</b>	<b>Option short-listed for consideration</b>

<b>Balanced Response</b>	
Investment strategy	<b>Investment in both enhancing the customer experience and improving the supporting technology and processes</b>
Total costs	<b>\$31.58</b> for period 2023/24 – 2029/30
Advantages	Meets all CSFs High contribution to all 3 benefits Considerably lower risk than other short-listed options Most cost-effective short-listed option
Disadvantages	Does not provide change to the extent envisaged by RCOI report and stakeholders
<b>Conclusion</b>	<b>Option short-listed for consideration</b>

<b>Customer Centric+</b>	
Investment strategy	<b>Significant investment in both enhancing the customer experience and improving the supporting technology (e.g. by adopting a participating agency tech/system)</b>
Total costs	<b>\$34.23m<sup>12</sup></b> for period 2023/24 – 2029/30
Advantages	Meets all CSFs Strongest contribution to benefits due to significant investment in both the customer experience and the back-end technology to support assessment and discovery Introduces options for advanced technology support which enables deeper understanding and shortens the time to insight
Disadvantages	High implementation risk due to complexity of technology involved Significantly higher cost than other short-listed options
<b>Conclusion</b>	<b>Option short-listed for consideration</b>

<sup>12</sup> Does not include implementation costs for other agency advanced technology platform. Costs assumed to be significant

## Economic Assessment of the Short-Listed Options

The purpose of this analysis is to ensure that decision-makers are well-informed about the implications and trade-offs of using economic resources and are provided with a consistent basis for assessing and ranking competing options.

The assessment process for each of the short-listed options has been to:

- establish the assumptions and scope underlying the analysis
- determine an appropriate period for the analysis
- identify all significant benefits, disbenefits, risks and costs
- discount the costs to present values (in today's dollar equivalents)
- consider the effect of any intangible costs and benefits that cannot be reliably assigned monetary values, and
- assess risk and uncertainty.

### Assessment period

The start date for valuation purposes is assumed to be 01 September 2023.

The economic life of the proposed assets is assumed to be five years; this is the period over which costs and benefits are assessed.

For the Counterfactual option, the remaining estimated economic life of the asset has been used, this is assumed to be 10 years.

### Discount and inflation assumptions

Treasury's specified Public Sector Discount Rate for projects of this type is 6% per annum. All costs and benefits are expressed in today's dollar terms.

### Taxation

All dollar figures are expressed in GST exclusive terms.

### Approach to scoring monetary and non-monetary assessments

The following section presents information about the separate analysis undertaken for each short-list option against costs, Critical Success Factors, weighted measurable benefits and risks. Each assessment results in a score which is then interpolated for a score out of 10. All components were weighted equally, and All components were weighted equally, and the highest score out of 40 represents the recommended solution. Table 19 (page 50) shows the high-level assessment summary.

### Estimated costs

Depreciation, capital charges, interest and other financing costs are excluded from the analysis. Refer to the Financial Case for details on how the costs have been estimated.

Table 15: Costs for short-list options

Costs for (23/24 – 29/30) (\$m)	Counterfactual	Customer Centric	Balanced Response	Customer Centric+
Implementation costs	0.25	7.71	7.71	7.71 <sup>13</sup>
BAU costs	0.49	17.78	23.87	26.52

<sup>13</sup> Does not include implementation costs for other agency advanced technology platform. Costs assumed to be significant.

<b>Total</b>	<b>0.74</b>	<b>25.59</b>	<b>31.58</b>	<b>34.23</b>
<b>NPV @ 6%</b>	-0.59	-21.31	-25.96	-28.06
<b>Interpolated NPV score (x/10)</b>	–	<b>10.00</b>	<b>8.21</b>	<b>7.59</b>

The interpolated Net Present Value (NPV) score was derived by nominalising the least expensive option at a score of 10, and then allocating a relative score<sup>14</sup> to the other options.

#### Critical Success Factors

The assessment of options against the Critical Success Factors (CSFs) was carried out as part of the assessment of long-list options. Overall scores for each short-listed option are based upon the following score levels: 0 = not met; 1 = partially met; 2 = met.

Table 16: Assessment of short-list options against Critical Success Factors

	Counterfactual		Customer Centric		Balanced Response		Customer Centric+	
Critical Success Factor	Score		Score		Score		Score	
Strategic fit & business needs	Not met	0	Met	2	Met	2	Met	2
Potential Value for Money and public value	Not met	0	Met	2	Met	2	Met	2
Supplier capacity & capability	Met	2	Met	2	Met	2	Met	2
Likely affordability	Met	2	Met	2	Met	2	Met	2
Likely achievability	Met	2	Met	2	Met	2	Met	2
Customer centric	Not met	0	Met	2	Met	2	Met	2
Score (x/12)		6		12		12		12
<b>Interpolated score (x/10)</b>		<b>5</b>		<b>10</b>		<b>10</b>		<b>10</b>

#### Non-monetary benefits

At a workshop on 30 March 2023 the Advisory Group assessed the extent to which each option contributed to the achievement of the benefits identified in the Strategic Case. The Group agreed and assigned percentage weights to each of the benefits, and then scored each option out of five against each of the benefits. The results of this assessment were:

Table 17: Assessment of short-listed options against weighted benefits

	Benefit	Weight (%)	Counterfactual		Customer Centric		Balanced Response		Customer Centric+	
1	Improved public trust and confidence	25	Very low	1	Medium	3	High	4	Very high	5
2	Improved public safety and reduced risk of harm	45	Very low	1	Low	2	High	4	High	4
3	Improved availability of insights to inform intelligence	30	Very low	1	Low	2	High	3	Medium	3
Raw score			3		7		11		12	
Weighted score (x/500)			100		225		370		395	
<b>Interpolated score (x/10)</b>			<b>2</b>		<b>4.5</b>		<b>7.4</b>		<b>7.9</b>	

<sup>14</sup> Calculated as baseline value/option value x 10



The **Counterfactual** option was considered to have little to no realisation of benefits as this option provides minimal change to the current state. Therefore, this option was assessed as very low for all benefits.

The **Customer Centric** option was considered to provide a level of improved trust and confidence through targeting investment in elements that build the customer experience. However, without a similar investment in back-end supports to manage the intelligence, this option was rated as medium against Benefit 1 and low for Benefits 2 and 3.

The **Balanced Response** option was considered to have a high contribution to Benefit 1. It targets more investment in elements that build the customer experience because it adds a more proactive process for referring the those making reports to support services if needed. Because this option also invests in improving the supporting technology and processes, the Advisory Group considered that this option provides a high contribution to all three benefits.

The **Customer Centric+** option provides significant investment in both the customer experience and the back-end technology to support assessment and discovery, and therefore was assessed as a very high contribution to Benefit 1. Lack of corresponding investment in triage capability meant that the advisory Group assessed this option as having a high contribution to Benefit 2 and medium contribution to Benefit 3.

A summary of the short-listed options can be found in **Appendix I** (page 90).

### Risks

The Advisory Group also assessed each short-listed option against the main risks that could impact the achievement of the Investment Outcomes and CSFs.

The relative probability of each risk was considered and is presented in Table 18 below. Risks were scored using Police's risk assessment framework, which automatically assigns a score and risk rating based on likelihood and impact of each risk. Because a lower risk score is more desirable, the interpolated score was inverted for the scoring process.

More information on the assessment of each risk, including the mitigations identified, can be found in **Appendix J** (page 92).

Table 18: Risk assessment of short-listed options

	Description	Counter-factual	Customer centric	Balanced response	Customer centric +
Outcomes	ECR3: System cannot adapt to a changing risk profile (i.e. event or surge)	Very High	High	Medium	Low
	ECR2: Failure to identify a crucial lead which leads to failure to prevent a TVE incident	High	High	High	High
	ECR1: Information silos across reporting systems result in ineffective intelligence management	High	High	Medium	Medium
CSFs	ECR5: New reporting system does not meet RCOI intent	High	Medium	Low	Low
	ECR6: Technology delivered does not represent value for money	Low	Medium	Medium	High
	ECR8: Cannot build and operate system within the funding available	Low	Low	Low	High
	ECR9: Failure to deliver optimal system under this option due to complexity of technology involved	Low	Low	Medium	High

ECR10: Option not fully delivered due to capacity and capability of agencies to implement and embed it	Medium	High	Medium	High
Raw score (X/200)	97	98	69	97
Interpolated score (X/10)	4.85	4.9	3.45	4.85
<b>Final score (X/10)</b>	<b>5.15</b>	<b>5.1</b>	<b>6.55</b>	<b>5.15</b>

A Quantitative Risk Analysis was not carried out for this proposal as it is neither large scale nor high risk.

## Identifying the Recommended Option

The table below presents the results of the short-list options analysis, using the scoring summary.

Table 19: Options scoring summary

Best score Middle score Worst score	Counterfactual	Customer Centric	Balanced Response	Customer Centric+
<b>Total costs (\$m) (23/24 – 29/30)</b>	\$0.74	\$25.59	\$31.58	\$34.23 <sup>15</sup>
<b>Net Present Value (\$m)</b>	-\$0.59	-\$21.31	-\$25.96	-\$28.06
<b>Scoring summary</b>				
NPV (10 = Highest) <sup>16</sup>	–	10.00	8.21	7.59
Weighted Benefits	2.00	4.50	7.40	7.90
Critical Success Factors	5.00	10.00	10.00	10.00
Risks	5.15	5.10	6.55	4.85
<b>Final score / 40</b>	<b>12.15</b>	<b>29.60</b>	<b>32.16</b>	<b>30.34</b>

## Recommended Option

Based on the above analysis, the recommended option is **Balanced Response**.

### Rationale for decision

The **Balanced Response** option is the preferred recommended option because it cost-effectively lifts capability and capacity in the core functions of collection; triage; assessment and assignment; and reporter referrals to wellbeing service providers. It does this for the most part by leveraging agencies' existing systems and processes, and therefore does not require significant investment in new or advanced technologies. Investment in the recommended option will result in a significant enhancement in reporter experience and use of the new system and the ability of agencies to receive and manage relevant information.

This option will deliver against the investment scope outlined in the Strategic Case as follows:

Table 20: Detailed description of recommended option

Investment scope	The Balanced Response option will deliver:
<b>New Public reporting system to inform response</b>	New dedicated 24/7 telephony (0800 number) and online (website) channels, providing a single point of contact for the public

<sup>15</sup> The Customer Centric+ option does not include implementation costs for other agency advanced technology platform. Costs are assumed to be significant.

<sup>16</sup> NPVs are scored relative to the cheapest option. The Counterfactual option was not included in this calculation as it did not meet all Critical Success Factors and therefore was not considered to be a viable solution.

	Website and various reporting channels meet government accessibility standards and has shielding capability Anonymity option for people who are reporting All of Government branding Education and awareness programmes so that the public are aware of what, where and how to report Investment in the capacity and cultural competency of call takers Ability to take reports in multiple languages Ability to receive most file types and content regardless of source Criticality check at point of receipt to determine whether immediate response is required Cloud-based workflow system
<b>Triage and management system</b> for government agencies to coordinate and assess information received from the public, and assign threats	Investment in dedicated capacity to triage and assess reports against security indicators to identify threat/risk Integrated entity, knowledge and information management processes Procedural (privacy and human rights) and sensitivity (vexatious / overreporting checks) Pattern and trend analysis Delivery of a standardised and strengthened end-to-end process for assessing national security lead information Triage function operational up to 8hrs/7 days per week Investment in basic case management technology Cross-agency governance structure to provide a coordinated, shared agency response and system accountability
<b>Referral and feedback process</b> to enable government agencies to support people who make a report, as appropriate	Coordinated reporter referral to wellbeing service providers Partnering with Department of the Prime Minister and Cabinet's (DPMC's) Preventing and Countering Violent Extremism framework to access disengagement services Acknowledgement and feedback to the reporter on their report

This option met both Investment Objectives and all six Critical Success Factors. While it was not the highest scoring option against the Benefits (scoring marginally less than the Customer Centric+ option), the Advisory Group nevertheless considered that it would make a high contribution to all benefits. Importantly, the Balanced Response option was the only option that was considered to make a high contribution to the core function of assessment and triage, thereby improving the intelligence function.

The **Balanced Response** option was also considered to be the lowest risk option, considerably less than the other options (which all scored similarly). There remains a high risk that a crucial lead might be missed, leading to failure to prevent a terrorism and/or violent extremism (TVE) related incident. However, this was an equal risk across all options. While increased 'back-end' capacity of the Balanced Response option reduces the likelihood, the rating remains high due to the 'severe' impact should an event occur.

This option provides the following mitigations:

- robust systems and processes to ensure risk is identified and actioned
- clear decision-making criteria, which are agreed and recorded
- robust demand analysis and adequate resourcing
- education for public about the purpose of the reporting system, and internal processes to manage vexatious reports
- documented arrangements with NZSIS for discovery.

## Disbenefits

The Advisory Group also considered the following disbenefits:

- An increase in vexatious and malicious over-reporting and potential to stigmatise particular communities
- Educational / awareness activities about the new service leads to a disproportionate increase in fear.

The Group considered these potential disbenefits to be a function of a reporting system itself and therefore to apply equally to all options. A number of mitigations were identified, and the Advisory group felt that these disbenefits were manageable. More information on the disbenefits and mitigations can be found in **Appendix K** (page 93).

## Chief Executives' Letter

The Chief Executive(s)/Commissioner have signified their support for this investment proposal. This letter is attached as **Appendix A** (page 73).

## Commercial Case: Assessing Commercial Viability

### Purpose

The Commercial Case outlines the proposed procurement route for the recommended option. The proposed approach complies with Government Principles of Procurement, the Government Rules of Sourcing and Police's procurement policies to ensure that the new reporting system obtains the best value for money and that the project is delivered to the best quality for the lowest lifecycle cost. Value includes financial and non-financial attributes (including innovation and resiliency) and supports outcomes.

### Procurement Plan and Strategy

Delivery of the new reporting system will require:

- establishment and/or expansion of operational teams that will collect, triage, assess and assign the reports received
- establishment of enhanced information management and intelligence management processes and systems
- the ability to create a referral for a reporter to a community-based Wellbeing Service Provider, Victim Support or another agency
- changes and integration to relevant existing Police technology systems to enable the implementation of a workflow system (including its ongoing management and support), and
- relevant data storage for the new reporting information.

The required goods and/or services are:

- a website to host new reporting system on-line form (form to be developed by NZ Police)
- a branded on-line reporting form
- a branded telephony service
- a workflow system to facilitate triage, assessment and assignment of reports
- basic system reporting
- staff to support the collection, assessment, triage, processing (manual or automated) of new reporting system reports into other systems as part of the overall landscape
- reporting tools and corresponding data management/storage.

Police's ICT strategy of 're-use by design' means that:

- the technology components of the new reporting system will leverage existing Police technologies, business processes and commercial arrangements, supported by a specific statement of work for the project deliverables, and
- the recommended technology solution is aligned with the future Police enterprise architecture. This will allow the new public reporting system to be enhanced and modified in line with future Police-supported systems and architecture, avoiding technical debt.

Police is investing in a new enterprise level workflow capability, which will be supplemented by an enterprise Case Management System (CMS) in the medium term. The new reporting system will use the workflow capability, and the CMS once it is operational.

## Contract Management – General

Police has a Master Services Agreement (MSA) with <sup>s9(2)(b)(ii) OIA</sup> to establish the Police workflow platform and for the ongoing delivery of related support and project services. The specific work required to deliver the functionality required for the new reporting solution will be delivered under a Statement of Work appended to the Master Services Agreement.

<sup>s9(2)(b)(ii) OIA</sup>

Key performance indicators and reporting requirements have been established for measuring the service provider's performance. The new reporting system will use these agreed indicators.

The MSA contains a strategy for exiting the contract at the end of the term(s) that is acceptable to Police.

Additional professional services required to establish and assure the operation of the platform will be contracted through the relevant All of Government consulting panel using standard Consulting Services Orders.

## Potential for Risk Sharing and Risk Allocation

The technology solution for the new reporting system will adopt the risk sharing approach and allocation contained in the Workflow MSA.

Table 21: Workflow Master Services Agreement risk sharing approach

Risk category	Proposed risk allocation		
	Police	Service Provider	Shared
Design	N	N	Y
Transition and implementation	N	N	Y
Operating	N	Y	N
Availability and performance	N	Y	N
Termination risks	Y	N	N
Technology and obsolescence	N	Y	N
Financing	Y	N	N
Security	N	N	Y

## Contract Management - Service Provider

The Police Information and Communications Technology (ICT) Platform Owner is responsible for managing delivery under the contract, as well as supplier relationship management. The Service Provider's performance will be reviewed on a continuous basis against the agreed performance metrics as described in the MSA.

## Accountancy Treatment

The intended accountancy treatment for the new reporting system is covered in the Financial Case.

## Management Case: Planning for Successful Delivery

### Purpose

The Management Case describes the arrangements that will be put in place for the successful delivery of the project and to manage risks; and outlines the proposed host agency functional structure and cross-agency governance for the new reporting system following implementation.

### Project Approach

As the recommended host agency, Police will lead the implementation phase. If this investment proposal receives formal approval, a project will be established to deliver the required services. The project will be delivered in accordance with best practice and the Police Delivery Framework, to ensure that time, cost, quality, and scope are managed within accepted and defined tolerances. This includes:

- a Project Management Plan (PMP), aligned with the business case, which will form the basis of the management of the project and for assessing its overall success
- plans and registers to support the implementation of the PMP - once baselined, the cross-agency Governance Group will approve changes within the specified approval tolerances for the project, otherwise changes will be escalated to Police's Stewardship and Performance Governance Group (S&PGG) for approval
- a Project Schedule showing the key milestones, workstream deliverables, timeframes, and interdependencies
- a budget and resource forecast to manage the resources used and forecasts to completion
- a quality management plan to ensure quality of workstream deliverables and processes- the quality management plan intentions will be further detailed in the PMP
- regular project updates (and exception reports where required) from all project workstreams - these will be summarised up into project level updates.

Project delivery will be managed, tracked and reported using Police's portfolio program management system.

### Governance Arrangements and Project Structure

The proposed project governance structure is outlined in Figure 7. A dedicated project Governance Group will be established by the Senior Responsible Owner and will report on progress to Police's Project Portfolio governance, which will monitor the project.

Figure 7: Proposed governance and project structure for implementation phase

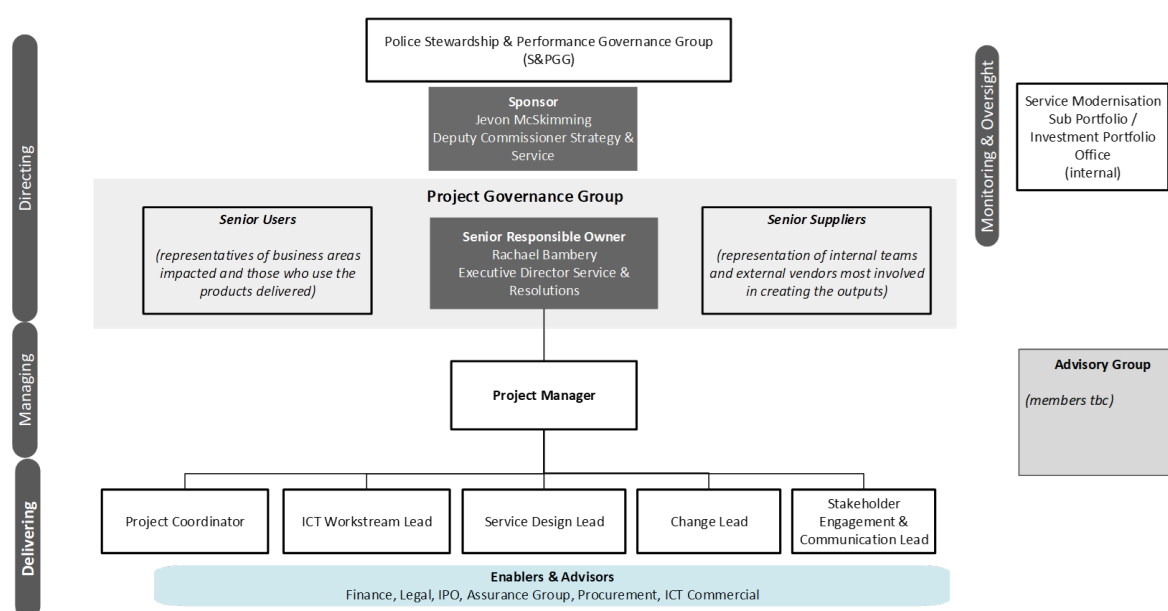


Table 22 outlines project roles and responsibilities.

Table 22: Implementation project: roles and responsibilities

Role	Responsibility
Executive Sponsor / Police Project Portfolio (S&PGG)	<p>Support the investment decision, define the direction of the business and establish the right frameworks to achieve the strategic intentions, including:</p> <ul style="list-style-type: none"> <li>create the right environment for success</li> <li>endorse, advise and support the Senior Responsible Officer (SRO)</li> <li>prioritise the required resource</li> <li>review and endorse Business Case</li> <li>stage gate approvals</li> <li>monitor progress</li> <li>approve the Project Management Plan</li> <li>delegate authority, as appropriate, to the SRO.</li> </ul>
Senior Responsible Officer (SRO)	<p>Overall accountability for the success of the project, including the achievement of the stated benefits.</p> <p>Secure project funding and establish Governance Group.</p> <p>Chairs the Project Governance Group.</p>
Project Governance Group	<p>Support the SRO to ensure that the project is effectively delivered, and the investment cost-effectively realises its expected benefits as defined in the business case and benefit realisation plan, including:</p> <ul style="list-style-type: none"> <li>endorse and approve the Benefit Realisation Plan</li> <li>endorse PMP and approve deviations from PMP (cost, scope, timescales, etc) within agreed tolerance</li> <li>ensure product specifications and solutions have been worked through to ensure they are realistic and fit for purpose, and will integrate well with existing processes and systems</li> <li>support the project manager to be effective in managing the project day to day.</li> </ul>
Senior User(s) / Business Owner	<p>As a member of the Governance Group, represent the interests of those impacted by the project and those who will use and benefit from the products delivered, including:</p> <ul style="list-style-type: none"> <li>ensure benefits are identified and tracked</li> <li>accountable for benefits realisation</li> </ul>



	<ul style="list-style-type: none"> <li>• ensure that the project produces products that deliver the desired outcomes and meet user requirements including quality, functionality and ease of use</li> <li>• make decisions on escalated risks and issues, with particular focus on safeguarding the expected benefits.</li> </ul>
Senior Supplier(s) / Technical Owner	<p>As a member of the Governance Group, assess and confirm the viability of the project approach and ensure that the solution meets business needs and ongoing requirements, including:</p> <ul style="list-style-type: none"> <li>• commit or secure supplier resources to the project</li> <li>• make decisions on escalated risks and issues, with particular focus on safeguarding the integrity of the complete solution</li> <li>• provide / ensure the specialist expertise to the project (i.e. designing and building the outcome)</li> <li>• ensure the quality of the products delivered and technical integrity of the project.</li> </ul>
Project Manager	Accomplish project objectives using the Police Project Delivery Framework to ensure the effective governance, management and control of the project.
Delivery Team / Workstream Leads	Responsibility for deliverables within their area of expertise and support the project to deliver successfully.
Change Lead	<p>As a member of the Delivery Team, responsibility for ensuring the change is adopted and used, including:</p> <ul style="list-style-type: none"> <li>• assessment of change impact on business process, systems and technology, roles and organisational structure</li> <li>• detailed change planning</li> <li>• implementation of change plan including business processes, organisational readiness and training.</li> </ul>
Stakeholder Engagement & Communication Lead	<p>As a member of the Delivery Team, recognise the importance of keeping stakeholders informed of project activities and status.</p> <p>Lead communications planning and delivery.</p>
Project Coordinator	<p>Assist the project team (in particular the Project Manager) with project planning, scheduling, budget management and risks and issues management, including:</p> <ul style="list-style-type: none"> <li>• assisting with draft papers, reporting and information gathering</li> <li>• ensuring that the project team is aware of governance cycles, reporting deadlines</li> <li>• recording actions and minutes where applicable.</li> </ul>

Once implementation has been completed, governance responsibilities will be transitioned to the Police/NZSIS Executive Relationship Group (ERG), an existing governance arrangement that is supported by a Joint Management Committee (JMC). Membership of the JMC may be extended on a case-by-case basis when specifically considering performance of the new reporting system. The key responsibility of the cross-agency Governance Group will be to manage and coordinate inter-agency engagement, operational integration, risk management and strategic direction.

## Role of Advisory Groups

Engagement with the community will be key to the successful design of a safe, easy and accessible new public reporting system. The project will establish community advisory groups and networks on an as needed basis, as the key mechanism to enable this engagement. It is expected that these groups will bring a diversity lens on ethnic, religious and cultural sensitivities to assist with design elements of the public facing components of the new reporting system, such as website design, training material, the reporter referral process and marketing material.

The community advisory groups will draw from representatives of:

- ethnic communities (for example Māori, Pasifika, Asian, migrant and refugee)
- faith-based communities (for example Muslim, Jewish and Hindu)
- rainbow communities
- other communities (such as Youth and Disabled communities) as finance and time allows.

## Resource Strategy

Effective implementation and ongoing delivery of the new reporting system requires a range of skills and capabilities. Police will leverage the existing workforce capacity and capability as much as possible, but some use of contractors in specialist services may be necessary.

Operating the new reporting system requires a small uplift in permanent staffing. This is discussed further below.

### *Existing workforce*

Arrangements for leveraging the existing workforce may include:

- ongoing, ad hoc contribution from subject matter experts – to support the project as required
- secondments – for various durations to support project delivery
- short-term support in recruitment processes for the new permanent staff (in addition to Police's Talent Pathways capability) to support the smooth recruitment and appointment process
- permanent transitions – to the new business unit during the implementation phase for some roles, so that they can assist with the design and implementation activities.

### *Specialist services*

The following specialist services will be required to implement the new reporting system:

- project delivery expertise – to support the successful delivery of the project
- operating model design – to support efficient workflow processes and standard operating procedures
- business change – to deliver a range of change planning and implementation activities
- service, content and user experience design – to support the collection function, customer experience and effective promotion
- technology system expertise – to deliver the workflow application and associated ICT requirements.

### *Additional permanent staff*

The new reporting system requires a small uplift in permanent staffing, estimated at 30 Full Time Equivalents (FTEs) as shown in Table 27 (page 64).

Police will recruit the minimum number of roles necessary to operate the new reporting service (including from the existing workforce where appropriate) one to two months in advance of the go-live date. This will ensure that the staff are fully trained and familiar with the new business processes and technology for day one of operations. The remaining permanent roles will be recruited as the new reporting system is embedded and aligned with the need for additional capacity and capability required to meet demand.

## Project Milestones and Timeline

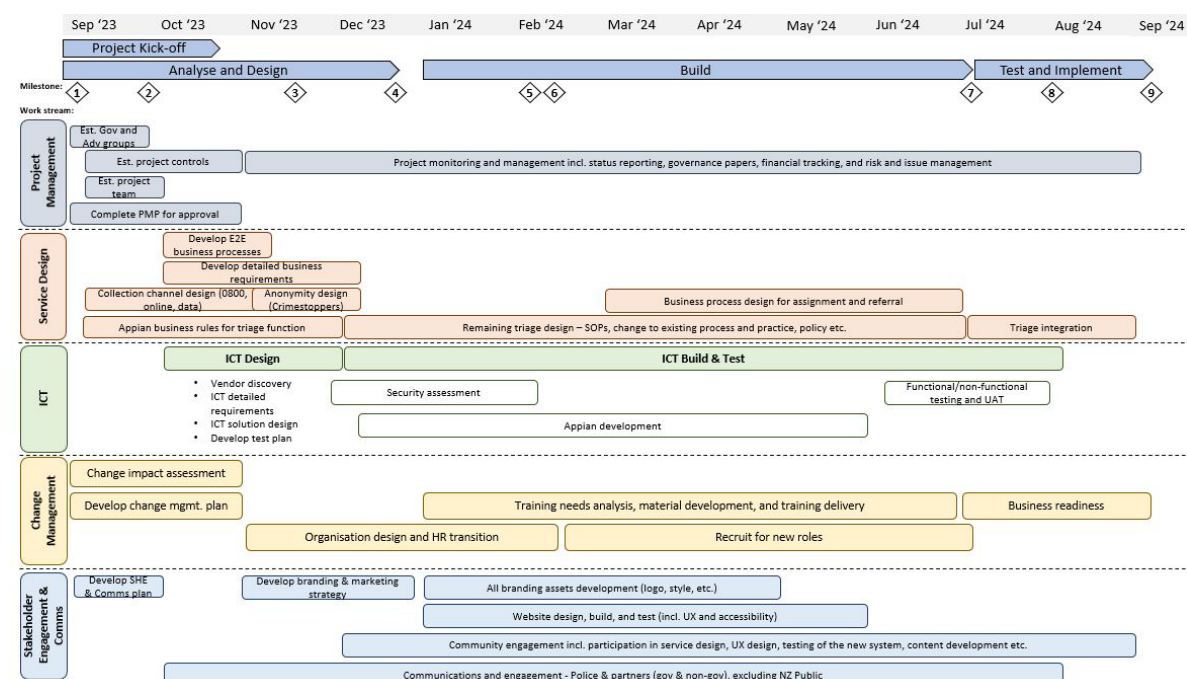
The following table provides the key indicative milestones for implementation of the recommended option.

Table 23: Key implementation project milestones

Milestone activity		Indicative timing
1	Business case approved / funding available	September 2023
2	Project governance established	September 2023
3	ICT solution design complete	November 2023
4	Vendor Statement of Work complete	December 2023 (tbc)
5	Vendor Platform configuration complete	February 2024
6	Organisation design complete	February 2024
7	Staff recruitment complete	July 2024
8	User acceptance testing complete	August 2024
9	New reporting system go-live	September 2024
10	Project closure and handover to BAU	September 2024

A high-level overview of the project timeframes is illustrated below.

Figure 8: Implementation Project on a Page



## Change Management

An initial high level Change Impact Assessment (CIA) indicates that implementing a new reporting system will result in a **medium** change requirement, spanning twelve months. The CIA identifies the following key changes:

- service delivery and process changes
- organisational and operational changes across some existing teams within Police

- technology changes
- changes affecting cross-agency service delivery partners, and
- skills and knowledge changes for some teams within Police, and for delivery partners and the New Zealand public.

The above changes will result in:

- an uplift in the capability of Police and partnering agencies to recognise, collect, record, triage, assess and assign reporting of suspicious and concerning behaviours and incidents related to violent extremism and terrorism- staff are knowledgeable and have the right tools and processes
- establishment of the optimal organisational structure to operate the new reporting service
- increased public awareness about what, where and how to report
- increased demand.

Change will be delivered in line with Police's Change Management methodology, which is made up of the following nine change elements:

- Change planning
- Stakeholder engagement
- Impact analysis
- Communication
- Training
- Leadership
- Readiness
- Go-live support and transition
- Organisational design

Police's change management principles set out in Table 24 provide the foundation for successful change management:

Table 24: Change management principles

Change Principle	Principle Focus
Business-led and Business as Usual (BAU) focussed	Change is owned and led by leaders to build buy-in and achieve sustainable change. Senior Leaders visibly demonstrate their commitment to change and are supportive of / lead the change.
Internal before external	Focus on preparing the internal audience for the change (e.g. those who deliver the service: Police staff and staff of partnering agencies) before we prepare and deliver change to New Zealand public.
Partnering	Partner with others to deliver change both internally in Police and externally with other agencies and communities. Stakeholders are consulted early on so that they are part of the change.
People-centric and designed together	People are at the heart of how change is approached. Change is designed with and for the people, both internal and external audiences. Community has a 'seat at the table' to help design, test and embed the new service and the change that comes with it.
Pull and Push balance	We use a balance of pull and push techniques to deliver and embed the change and develop our change products accordingly. We deliver our change products with an understanding of how they will be used.

During the implementation phase, the project will develop detailed Change Management and Stakeholder Engagement and Communications plans. The project will also establish a small team of change, communication and stakeholder management experts to advise and support the delivery of the change management, communication and engagement strategies.

The project will use internal and external working groups to:

- provide focused knowledge and insight directly to the project team during system design and development
- undertake user acceptance testing, as well as
- supporting stakeholders to feel connected to, and advocate for, the new reporting system.

### Benefits Management Planning

The Strategic Case presents the Investment Objectives and Critical Success factors. The Benefits Logic Map (BLM) for the new reporting system can be found at Figure 4 (page 36), detailing the project defined outputs, outcomes, benefits, and indicative measures.

During the implementation phase, the project will develop a detailed Benefits Realisation Plan (BRP) to define Police's approach to realising the project benefits. The BRP will be developed in accordance with Police's Benefit Management Framework and will be included in the PMP. The benefits realisation approach will include:

- how benefits will be identified and captured identifying and capturing of the benefits and measures
- roles and responsibilities for the benefit management activities
- how benefits will be reported, and
- planned timeframes for benefits review, measurement, tracking and realisation.

The benefits management cycle will be a continuous, iterative process across the project life cycle.

It is expected that most benefits realisation will occur following closure of the project. The delivery team will hand over any post-project benefit monitoring and reporting to the approved BAU Benefit Owner as part of project closure.

### Risk Management Planning

Risk and issue management will be undertaken in accordance with Police's Projects Delivery Framework standards and guidelines, which are aligned to its Risk Management Policy. The purpose of the risk and issue management framework is to provide a structured approach so that the SRO and governance forums have appropriate information and assurance that risks and issues are being managed in a timely, consistent and effective manner.

The project risk register will be maintained in Police's portfolio management system. The current extract of implementation risks rated as High or Very High is provided below, the full risk register is included in **Appendix D** (page 82).

Table 25: Key implementation risks

Key risk	Controlled risk rating	Comments / Mitigations
MCR4: A change in scope or requirements during the next phase may lead to a negative impact on time and cost to implement	High	Complete high-level design with advice from Solution Architect and technical teams. Formal requests and impact assessments prior to any change.
MCR5: Unanticipated complexity during detailed design may lead to a negative impact on time and cost to implement	High	Trade-offs. Define business process solutions vs. technology solutions. Leverage business processes as much as possible to avoid complexity of integrations. ICT workarounds. Appropriate contingency to cover the level of risk. Review forecast time/cost to deliver ICT solution at the end of the Analysis & Design Phase. Project to identify assumptions as part of upfront planning for the ICT solution.
MCR6: If unacceptable, the quality of the technical product produced by the supplier may negatively affect time and cost to implement	High	Base design on a known product, already produced for Police for a similar need. Carry out User Acceptance Testing (UAT). Consider lessons from previous implementation projects. Performance contract clause. Business representative in Development team.
MCR8: Other Police priorities may affect implementation progress and result in reputational risk to government and require further funding	High	ELT / Minister prioritisation. Manual workarounds. Resource planning. Clear/robust change management approach
MCR9: Operating costs for the new reporting system may exceed forecast estimates and require additional investment	High	Defined appropriation that allows for annual review of price and volume changes. Demand analysis informs ICT costs (licenses etc.). Regular monitoring e.g., growth rates of storage. Request further funding via budget bid.

All project risks will be reviewed monthly by the Project Manager and Workstream Leads. Risks rated High or Very High will be included in the monthly status report provided to the Project Governance Group.

## Project Assurance

This investment proposal has been assessed as low risk using Treasury's Risk Profile Assessment tool and moderation process.

The objective of the assurance planning is to provide confidence to the SRO and Governance Group members that the project is well managed, risks are sufficiently mitigated, and that the investment will achieve the expected objectives and outcomes.

The Assurance Plan will be developed in the next phase of the project and will be based on Police's 'three lines of defence' model which includes:

Table 26: Police three lines of defence model

	Level	Activities include:
<b>1<sup>st</sup> line of defence</b>	Day-to-day management controls	Schedule, budget, resources, risks, issue changes, assumption, and dependency management Adherence to NZP Project Delivery Framework Providing effective monitoring and reporting to enable effective governance oversight
<b>2<sup>nd</sup> line of defence</b>	Oversight (e.g. Portfolio Governance and Investment Portfolio office)	Providing support for and auditing the consistent application of organisational standards and frameworks Effective and engaged portfolio level governance oversight Performing health checks and reviews as required
<b>3<sup>rd</sup> line of defence</b>	Internal audit and independent assurance	Targeted reviews Planned Internal Quality Audit checks Other reviews as per the assurance plan

Police has allocated \$60,000 for any project assurance activities required to address identified project risks.

## Privacy Impact

Police has completed a preliminary Privacy Impact Assessment (PIA) to identify:

- how the collection, use, and disclosure of information differs from current Police systems and processes, and
- any additional privacy risks that will need to be addressed during the reporting system design phase.

At this stage, Police anticipates that it will be able to implement the new reporting system under existing legislative and operational requirements. Police will continue to engage with the Office of the Privacy Commissioner to assess how the proposed handling of personal information complies with the Privacy Act and to identify any privacy risks.

The project team will complete a final PIA after confirming the detailed reporting system design.

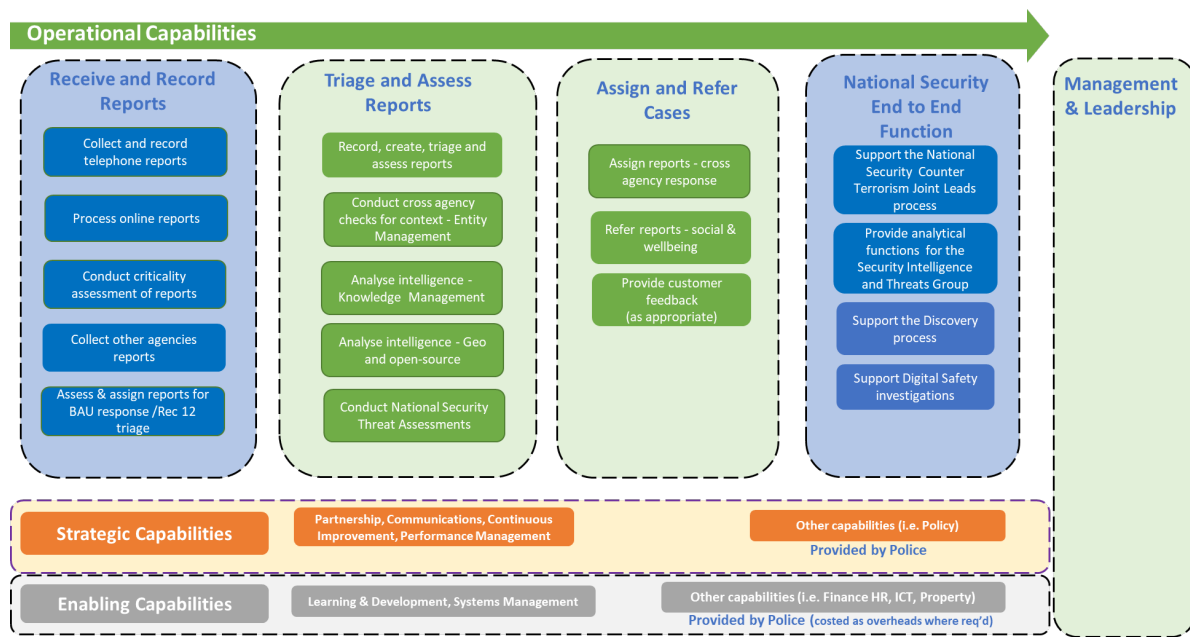
## Key Functions of the New Reporting System

Figure 2 (page 32) in the Strategic Case places the new reporting system within current national security arrangements. The functional scope of the new reporting system is represented in Figure 9 below, and includes the following capabilities:

- **operational:** functions that are required to deliver the service across collection, triage and assessment, assign and refer, and national security end to end functions (the 'green' functions will be established as a new business unit and the 'blue' functions will provide uplift to existing business groups)
- **strategic:** functions that provide direction and oversight to the new reporting system, and
- **enabling:** functions that support the operation of the business.

Some strategic and enabling capabilities will leverage broader Police structures and functions (for example Policy, Human Resources and Finance) to support the operational delivery of the new reporting system.

Figure 9: Overview of core capabilities required to operate the new reporting service



The proposed positions and FTE for the recommended option are shown below.

Table 27: Detail of proposed roles to support delivery of the new reporting system

Position Title	Role Description	FTE
Manager of the new reporting system	Manage the workgroup and function	1
Partnership Supervisor	Manage relevant community and stakeholder partnerships	0.5
Systems Supervisor	Manage the systems, tools and processes used to deliver the new reporting system functions	0.5
105 Communicator	Respond to calls for service, assess appropriate initial response, record report in Police systems	3.5
105 Online Officer	Receive online reports, assess appropriate response, record report in Police systems	1.5
File Management Support Officer	Support the assessment, assignment and case management of reports and files	2
105 Trainer	Develop and deliver initial and ongoing training to Service Group	0.5
Triage, Assessment & Referral Supervisor	Supervise the Triage & Assessment and Assignment & Referral Teams and manage operational delivery	1
Senior Intelligence Analyst	Provide intelligence expertise for the Triage and Assessment Team	1
Intelligence Analyst	Conduct triage and assessment functions	7
Intelligence Support Officer	Provide intelligence support to triage and assessment functions	2
Referral Support Provider	Provide support to referral service providers	1
Case Manager	Manage the assignment and referral process	2
Continuous Improvement Advisor	Lead a continuous improvement focus across the new operating model	0.5
Communications Advisor	Lead communications, promotions, and branding activities	0.5
Performance Analyst	Support data, insights, and performance reporting requirements	0.5
Joint Leads Analyst	Support the work of the Joint Leads team	3



Security Intelligence & Threats Analyst	Support analytical functions of Security Intelligence & Threats Group relevant to the new reporting system	1
Digital Safety Analyst – Dept Internal Affairs	Support the collection and review of online information relevant to the scope of behaviours, and new channels for reporting of online risks	1
	<b>Total estimated FTE</b>	<b>30</b>

## Branding and Promotion of the New Reporting System

On 17 May 2023 the Advisory Group considered options for branding of the new reporting system, recommending an all of government branding (i.e. a ‘.govt.nz’ web address) and discounting the option of host agency branding. This recommended option reflects the cross-agency nature of the service.

The project will develop a brand, and communications and educational material as part of the implementation phase. This work will be guided by the following:

- communications will be clear about the types of behaviour and incidents that are in scope, and which are out of scope
- communications collateral will include information about what agencies will do with the reports (e.g. how long information will be kept and why)
- the audience for the messaging is everyone in New Zealand, as everyone has a role to play in preventing terrorism and violent extremism
- to ensure equity of access for communities, the project may target some engagement and resources (e.g. collateral in various languages)
- communications will leverage existing arrangements across government as much as possible (e.g. the counter-terrorism hui, engagement on the national security strategy)
- promotion should be proportionate to the current threat level.

## Post Implementation Evaluation and Review of the New Reporting System

Given the level of uncertainty around the public response to the new reporting system and the potential impact to the underlying business processes and technology solution, this SSBC recommends that the new reporting service be evaluated and reviewed no later than 24 months from the start of operation. This will provide an evidence base to support future planning as well as any changes to funding requirements. The review should consider:

- demand for the reporting service
- the scope of behaviours and incidents that the public is being asked to report
- level of public awareness of what, where and how to report
- feedback from the public on the customer experience when using the service
- the number and significance of cases assigned to the national security system for further investigation and the prevention of extremist harms
- the number of referrals to wellbeing service providers and/or dis-engagement services
- the evolving information environment (for example, the use of Artificial Intelligence in reports), and
- any additional resources that may be required so that agencies can adequately respond to reports that are assigned to them for response.

The post implementation evaluation will inform any necessary modifications to the service in terms of service levels, technology enhancements and resource needs.

## Financial Case: Determining Affordability and Funding

### Purpose

The Financial Case outlines the funding required to meet the one-off costs to implement and the ongoing capacity and capability costs to operate the recommended option.

### Proposed Funding Arrangements

In April 2022, Cabinet approved a \$13.50 million tagged operating contingency for inclusion in the 2022 Budget package related to the initiative *Reporting System for Concerning Behaviours and Incidents*.

To date, \$1.52 million has been approved for draw down by Cabinet to develop a business case and, given Cabinet has already made the decision to go forward with investment in the new reporting system, some of this funding will also be used to begin work on pre-implementation set up activities.

The drawdown of the remaining tagged operating contingency is subject to Cabinet approval of this business case.

The total estimated investment proposal for the new public reporting system over the period 2023/24 to 2029/30 (five-year evaluation period), including capital charge, contingency and depreciation but excluding GST, is \$41.689 million.

The proposed funding arrangements for the recommended option are:

- **capital expenditure** - \$3.977 million (including contingency). Funding for the capital requirement of this project is to be confirmed as part of the Treasury process (e.g., charged as a pre-commitment against the multi-year capital allowance)
- **operating expenditure** - \$37.713 million (including capital charge, contingency and depreciation). Funding for operating costs is provided by the remaining tagged operating contingency. An additional \$3.301 million (FY26/27) and \$0.923 million (ongoing) operating expenditure to cover the depreciation and capital charge, the funding is to be confirmed as part of the Treasury process (e.g., to be charged as a pre-commitment against the Budget 2024 operating allowance). Operating expenditure is identified as follows:
  - **one-off project costs** of \$3.735 million for 2023/24 and 2024/2025
  - **ongoing operating costs** annualised at \$5.907 million.

The original tagged contingency request did not include an amount for capital costs, following advice from Treasury that this should be sought once costs were known.

Table 28: Cost breakdown of recommended option for the new reporting system

		All amounts are costs in \$m							
	Description	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	Total
<b>PROJECT</b>	<b>Operating Expenditure</b>								
	People	1.390	0.299						1.690
	Technology	1.568	-						1.568
	Other Implementation	0.203	0.011						0.214
	Contingency	0.262	0.003						0.264
	<b>Total Project operating costs</b>	(a) 3.423	0.313	-	-	-	-	-	3.735
<b>BAU</b>	People	-	2.326	3.721	3.721	3.721	3.721	3.721	20.933
	Technology	-	0.494	0.592	0.592	0.592	0.592	0.592	3.455
	Other BAU	-	0.499	0.679	0.599	0.599	0.599	0.599	3.576
	Capital Charge	0.181	0.199	0.199	0.199	0.199	0.199	0.199	1.374
	Depreciation	-	0.663	0.795	0.795	0.795	0.795	0.795	4.640
	<b>Total BAU operating costs</b>	0.181	4.181	5.987	5.907	5.907	5.907	5.907	33.977
	<b>Total Operating Expenditure</b>	3.604	4.494	5.987	5.907	5.907	5.907	5.907	37.713
	Adjustment for items not incl in NPV calculation								
	Depreciation & Capital Charge	- 0.181	- 0.862	- 0.994	- 0.994	- 0.994	- 0.994	- 0.994	- 6.014
	<b>Total Operating Expenditure excl Depreciation &amp; CC</b>	3.423	3.632	4.993	4.913	4.913	4.913	4.913	31.699
<b>Capital Expenditure</b>	People	1.668	0.347						2.014
	Technology	1.793	-						1.793
	Other Implementation	-	-						-
	Contingency	0.158	0.012						0.170
	<b>Total Capital Expenditure</b>	(b) 3.618	0.359	-	-	-	-	-	3.977
	<b>Total Project Costs excl Depreciation</b>	=(a)+(b) 7.041	0.672	-	-	-	-	-	7.712

To align with the Treasury four-year forecasting period, the following table provides the breakdown of the total operating and capital expenditure and the additional operating (above the tagged operating contingency) required for the new reporting system.

Table 29: Operating and capital funding - 4 year forecast total

		All amounts are costs in \$m					
	Description	FY23/24	FY24/25	FY25/26	FY26/27	4 year Forecast Total	Outyears FY27/28 +
	Original tagged operating contingency phasing	2.190	4.802	4.984	4.984	16.961	4.984
	<b>Rephased tagged operating contingency</b>	(x) 3.604	4.494	5.987	2.876	16.961	4.984
	<b>Total Operating Expenditure</b>	(y) 3.604	4.494	5.987	5.907	19.992	5.907
	<b>Additional Operating Expenditure funding</b>	= (y)-(x)	-	-	3.031	3.031	0.923
	<b>Total Capital Expenditure funding</b>	3.618	0.359	-	-	3.977	

## Financial Costing Approach

The Financial Case is underpinned by a detailed financial model used to estimate the costs of the recommended option – both capital and operating costs.

The model details two types of activity related to the new reporting system:

- **One-off implementation costs** – includes all costs of designing and implementing the processes and technology solutions, spanning a timeframe of 12 months.
- **Ongoing BAU operating costs** – includes all costs for the ongoing annual operating costs, estimated over a 5-year period.

## Estimation Methods

### Implementation costs

These costs are estimated based on the requirements of the implementation delivery outlined in the Management Case.

The project will require internal and external resources providing expertise across:

- project delivery
- subject matter experts
- technology services
- stakeholder engagement and communications
- organisation design
- service design
- branding.

Implementation costs have considered the types of expertise required and the capacity to deliver within the project timeframes. Costs are based on either the internal Police rate card / salaries for internally resourced capability, or market rates for external resources. Where possible, the project team will be established using existing Police resource.

### BAU operating costs

The capability framework of the new reporting system is presented in Figure 9 (page 64) in the Management Case and details the operational, strategic and enabling capabilities necessary to deliver, improve and support the new reporting system. These capabilities are used as the basis for estimating the ongoing operating costs.

Table 30: BAU operating costs estimation method

Category	Activity	Type of Cost	Estimation Method
People	Operating, strategic and enabling capabilities (as per Capability Framework)	Direct Personnel, allowances, super  Overheads and recruitment costs	Police salary bands (midpoint) for similar roles, plus allowances and superannuation contributions at 3%.  Standard Police recurring overhead cost structure and current recruitment percentage of the base cost per FTE.  <i>The number of FTEs is estimated by a combination of demand volumes, number of activities undertaken at various stages and estimated duration of specific activities, i.e. report handling times for 105 Communicator or procedural, sensitivity, and open source intelligence checks undertaken by an Intelligence Analyst. Specific roles for supervision, performance analysis and system support and maintenance have been identified as required to deliver the end-to-end functional scope.</i>

Technology	Operational workflow system  Other Channels	Licensing and maintenance One off development cost annual fee	External vendor estimates.
Other Operating		Interpretation Services 0800 Calls Engagement Training & Development Promotion & Marketing Analytical Tools Miscellaneous	Activity volume and /or leveraging existing or similar costs incurred by Police.
Operating		Depreciation of asset	Implementation costs were assessed and identified as either capital (capex) or operating (opex) based on Police accounting policy. The annual depreciation has been calculated on a straight-line basis over the estimated economic life of 5 years.

## Demand Analysis

A further driver of cost is the demand for the new reporting system. Individual agencies currently receive reporting on the types of behaviours that are within scope but have different approaches to capturing the data. As a result, there is no reliable data or consistent definitions around current reporting rates, or trend data that might help with projecting demand in the future.

### *Assessing current demand*

Police used known values of reliable data to establish current reporting levels<sup>17</sup>. It did this by taking the number of reports that had been 'triaged in' as relevant behaviours and incidents, and 'back-casting' to find total current reporting levels. A ratio of 1:5 (relevant behaviours and incidents: total reporting) was used, as this is the conversion rate seen in the most comparable domestic and international data available.

### *Predicting future demand*

An underlying assumption to this work was that latent demand exists, and that levels of under-reporting for behaviours and incidents within the scope of the new reporting system is similar to other public reporting levels (e.g. around reporting of crime).

While there are many drivers of demand for the new reporting system, most are outside the influence of the new reporting service. Examples of these are the security threatscape in New Zealand, levels of social cohesion, international and large-scale events.

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<sup>17</sup> Data examined was from:

New Zealand Police, NZSIS, DIA and Crimestoppers: over varying periods between 2020 and January 2023  
Australian National Security Hotline: Jan 2022 to Apr 2023  
UK Countering Terrorism Policing reporting line: April 2021 to Feb 2023.

Drivers of demand that are within the control of the new service (e.g. promotion and education about the new service, ease of use for the public) are assumed to surface some of the latent demand to a similar level to reporting of crime – i.e. around 20 – 25% of latent demand.

Modelling this, future demand is predicted to be between 220 and 275 reports per week<sup>18</sup>. For the purposes of developing the functional scope and costing FTEs, this business case uses an amount of 250 reports per week.

## Financial Assumptions

The key assumptions in the cost model include:

- there are no revenues or cost recoveries applicable
- the economic life is based on 5 years, annual depreciation has been calculated on a straight-line basis over the economic life
- all costs exclude GST
- no contingency or inflation has been factored into the cost estimates for the ongoing BAU operating costs.

## Risk and Contingency

Financial forecasting has inherent estimation risk. Given the low Treasury Risk Profile Assessment for the project and the implementation timeframe of 12 months, a contingency factor of 5% has been added to the core project team and 10% has been applied to the ICT related cost estimate (excluding vendor costs). This contingency is deemed necessary to ensure there is sufficient financial cover for risks and uncertainties during the implementation phase.

## Fiscal Impacts on Baselines

Police will build a level of service to respond to the predicted level of demand, adjusting the level of service if demand is higher than estimated. Any future funding requests for either Police or other agencies involved in the new system will be identified as part of the evaluation and review of the service within 24 months of commencing operation and would likely be sought through a budget bid.

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<sup>18</sup> Of these, it is expected that around 50 reports will be ‘triaged in’ as meeting the scope of the new reporting system, approximately 19 of which will be assigned to agencies for response.

## Next Steps

This Single Stage Business Case (SSBC) seeks formal approval from Cabinet to progress the implementation of the recommended option.

Following approval of the SSBC and confirmation of the drawdown of funding, the nominated Senior Responsible Officer will appoint a Business Project Manager and establish a Project Governance Group to oversee the implementation project. The Project Manager will:

- complete the PMP
- seek approval from Police's Project Portfolio governance to establish the full project team and the project controls, and
- begin implementation activities.

## Appendices

The following appendices support this Single Stage Business Case:

Appendix A: Commissioner's / Chief Executives' Letter

Appendix B: Business Needs and Service Requirements for the New Reporting System

Appendix C: Stakeholder Analysis Matrix

Appendix D: Risks of the New Reporting System

Appendix E: Dimensions and Choices Advantages and Disadvantages

Appendix F: Assessment of Dimensions and Choices against Investment Objectives and Critical Success Factors

Appendix G: Detail of Long List Options

Appendix H: Assessment of Long List Options

Appendix I: Summary of Short List Options

Appendix J: Risk Assessment of Short List Options

Appendix K: Disbenefits



1 August 2023

To whom it may concern

### **Recommendation 12 Single Stage Business Case**


This single stage business case is a significant deliverable of a strategic project to investigate value-for-money options, determine a recommended option, and seek formal approval to invest in the implementation and operation of a new reporting system for concerning behaviours and incidents, as part of the all-of-government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

This letter confirms that we (or our representatives) *have been actively involved in the development of the attached Business Case through its various stages and the SSBC:*

- outlines how the proposed investment fits within the government and relevant agencies' strategic context and strategic intentions
- confirms the need for investment and makes the case for change
- identifies and considers the feasibility, costs, benefits and risks of a wide range of potential options
- determines the recommended option which optimises public value
- plans the necessary management arrangements for successful delivery
- plans the necessary funding arrangements for the successful delivery of the project.

This letter fulfils the requirements of the current Better Business Cases guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support will be sought.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Andrew Coster'.

**Andrew Coster**

Commissioner, New Zealand Police

31 July 2023

To whom it may concern

### **Recommendation 12 Single Stage Business Case**

This single stage business case (SSBC) is a significant deliverable of a strategic project to investigate value-for-money options, determine a recommended option, and seek formal approval to invest in the implementation and operation of a new reporting system for concerning behaviours and incidents, as part of the all-of-government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

This letter confirms that the Department of the Prime Minister and Cabinet has been actively involved in the development of the attached Business Case through its various stages and the SSBC:

- outlines how the proposed investment fits within the government and relevant agencies' strategic context and strategic intentions
- confirms the need for investment and makes the case for change
- identifies and considers the feasibility, costs, benefits and risks of a wide range of potential options
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Yours sincerely



Rebecca Kitteridge

Te Tumu Whakarae mō Te Tari o te Pirimia me te Komiti Matua  
Secretary of the Department of the Prime Minister and Cabinet | Chief Executive

1 August 2023

To whom it may concern

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Yours sincerely

A handwritten signature in blue ink, appearing to be 'Andrew Hampton', with a stylized, flowing script.

**Andrew Hampton**

Te Tumu Whakarae mō Te Pā Whakamarumarū

Director-General of Security

28 July 2023

To whom it may concern

### **Recommendation 12 Single Stage Business Case**

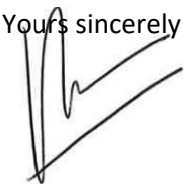
This single stage business case is a significant deliverable of a strategic project to investigate value-for-money options, determine a recommended option, and seek formal approval to invest in the implementation and operation of a new reporting system for concerning behaviours and incidents, as part of the all-of-government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

This letter confirms that we (or our representatives) have been actively involved in the development of the attached Business Case through its various stages and the SSBC:

- outlines how the proposed investment fits within the government and relevant agencies' strategic context and strategic intentions
- confirms the need for investment and makes the case for change
- identifies and considers the feasibility, costs, benefits and risks of a wide range of potential options
- determines the recommended option which optimises public value
- plans the necessary management arrangements for successful delivery
- plans the necessary funding arrangements for the successful delivery of the project.

This letter fulfils the requirements of the current Better Business Cases guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support will be sought.

Yours sincerely



Mervin Singham

Chief Executive, Ministry for Ethnic Communities



21 July 2023

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To whom it may concern

**Recommendation 12 Single Stage Business Case**

This single stage business case is a significant deliverable of a strategic project to investigate value-for-money options, determine a recommended option, and seek formal approval to invest in the implementation and operation of a new reporting system for concerning behaviours and incidents, as part of the all-of-government response to the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019.

This letter confirms that Internal Affairs representatives *have been actively involved in the development of the attached Business Case through its various stages and the SSBC:*

- outlines how the proposed investment fits within the government and relevant agencies' strategic context and strategic intentions
- confirms the need for investment and makes the case for change
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This letter fulfils the requirements of the current Better Business Cases guidance. Should either these requirements or the key assumptions on which this case is based change significantly, revalidation of this letter of support will be sought.

Yours sincerely

**Paul James** ([he/him](#))

**Tumu Whakarae mō Te Tari Taiwhenua** | Secretary for Internal Affairs  
[Government Chief Digital Officer](#) | [Secretary for Local Government](#)  
**Te Tari Taiwhenua** | Department of Internal Affairs

## Appendix B: Business Needs and Service Requirements for the New Reporting System

1. Service requirement: **accessible, easy, and safe** – The improved reporting system must be easy and safe for people to use, and accessible to a wide range of people, including those most likely to experience or observe concerning [terrorism and violent extremism-related] behaviours or incidents.

Consideration	Minimum – ‘must haves’ / essential requirements	Intermediate – ‘desirable’ (only considered if marginal Value for Money VfM)	Maximum – ‘aspirational’ (only considered if affordable)	Out of scope
Promotion (Public)	Soft launch – no ongoing promotion	Soft launch and ongoing promotion through limited channels	Promotion: Hard launch, ongoing promotion full channels	No promotion; Promotion to the extent that it causes fear within the community disproportionate to the risk
Channel(s) - method of reporting	Existing reporting channels/platform only (text/email etc)	Minimum plus some additional channels – dedicated app or mechanism	Multiple formats, all channels (including futureproofing) – report on their service, browser add-ons	Nothing identified as out of scope (social media sites and gaming sites/dark web etc) – integration with other Social Media apps
Source agency (who report comes from)	No wrong door but all doors lead to the right place New service for reporting	No wrong door (any agency) but central reporting repository (public facing) also gets a copy	Over time, central repository only All doors lead to the one place (all other doors ‘closed’)	No sharing between agencies
Language	As for existing channels	Minimum plus in-house support for selected languages for communities at risk (translation technology services for online reports)	Full support for 10 most commonly spoken languages in NZ with in-house support/capability (automated translation via the system?) OR call takers who speak the languages of impacted communities	
Accessibility	Meets government web accessibility standards (low vision etc)		Exceeds government accessibility standards	Not meeting government accessibility standards
Brand	Host agency branding	All of govt branding	New, neutral of all of government brand (i.e. not a government brand)	
Safe (reporter)	Reporters are provided with information about privacy and how their information will be used Caller must be advised that call is being recorded Use existing shielding capabilities Anonymity option for caller	Minimum plus anonymity option, policy to protect the details of the caller unless life or property is at risk	Full shielding capability for all channels Anonymity option for caller	
Content	Existing file formats and size limitations only	Content – ability to receive full files and content regardless of source and content (i.e. that would be stopped normally via firewall) – standalone environment	All file types, no restrictions, including dark web	
Availability of service	Collection channel open 24/7, assessment made on criticality			
Culturally competent	Good communication, sensitive, and basic awareness of impacted communities’ concerns	Minimal specific training	Full training to meet recommended RCOI cultural competency definition	No training received in cultural competency
Ease of use	Online – plain language, minimum number of clicks. Telephone – ability to talk to a person quickly if needed	Minimum plus a tool such as ‘I report it’	Full system integration from a users’ perspective (full range of technology, seamless reporter journey)	
Referral support system	Provide information to the caller about gaining help	Receiving agency passes on caller details to Wellbeing Service Provider (with consent) e.g. <i>Awhi</i>	Increase the number of providers to allow the caller to be referred to a whole suite of de-escalation and reintegration services	No referral
Service oriented	Automated response on receipt of the report – report received	Further information on the report (generic)	Progress and report on the specific outcome	No response to the report providing information on issues relating to National Security Bespoke response to every report

2. Service requirement: ***informed and alert*** – The improved reporting and response system relies on people who report – and people who work in public services or with the public – being alert and able to identify what to report and know to whom and where to report.

Consideration	Minimum – ‘must haves’	Intermediate – ‘desirable’ (only considered if marginal VfM)	Maximum – ‘aspirational’ (only considered if affordable)	Out of scope
What (public)	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity Basic key messaging about what to look out for Permission giving (you have a role to play and to speak up)	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity General awareness of the Know the Signs indicators (KTS)	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity People are fully aware of KTS indicators, and what to do if they have a concern Contribute to the awareness of national threat assessment and risks, public is prepared to talk about it and raise it	Alert activities delivered by other agencies National security raising programs already being delivered
What (government/responding agencies/other non-public)	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity Basic key messaging about what to look out for Aware of roles and responsibilities (graduated model proportionate to roles e.g. for those who work with schools/Non-Governmental Organisations) Key messages for frontline staff and those who interact with the public Training for specific agencies in identification of in and out of scope calls	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity General awareness of the KTS indicators Minimum plus a little more (awareness and response) Public servants/agencies may need specific response, more sophisticated model for awareness Schools and teachers (for example) need to know the minimum info (KTS/new service) and their role	People are aware that the new service exists, and of the roles and responsibilities of each agency/entity Fully aware of KTS indicators, and what to do if have a concern Contribute to the awareness of national threat assessment and risks, public is prepared to talk about it and raise it	Do nothing

3. Service requirement: ***connected, organised and effective*** – The improved system for joining up, triaging and managing reported information across government agencies uses technology-enabled business processes, skilled staff and access to common information and knowledge

Consideration	Minimum – ‘must haves’	Intermediate – ‘desirable’ (only considered if marginal VfM)	Maximum – ‘aspirational’ (only considered if affordable)	Out of scope
Emergency response	Process/system to triage criticality at first point of contact – 24/7 (funnel) Review for criticality – channel is available 24/7, and is monitored/assessed for criticality only			No triage or critical review
Safety (officials)	All staff are able to access wellbeing checks and are encouraged to use them as needed	All reports need to be recorded (telephone) All staff are able to access wellbeing checks and are encouraged to use them as needed	As per intermediate Mandatory regular wellbeing check-ins for call takers	No consideration of staff wellbeing Calls coming in through third parties do not require recording
Availability of triage system (non-emergency)	Triage system to assess relevance, credibility and actionability – available <b>5</b> days p/wk (bus. hours)	Triage system to assess relevance, credibility and actionability – available <b>7</b> days p/wk (bus. hours)	Triage system to assess relevance, credibility and actionability – available <b>24/7</b>	Existing arrangements remain unchanged No improvement to current mechanisms Counter Terrorism leads information
Ability to identify entities (who we are talking about)	Minimum – using standard form of identification	Ability to confirm identity through sharing info across agencies (different databases)	Direct access to entity databases (visibility of all info agencies hold on entity – level may vary based on need)	
Case Management (status and management of the case)	Basic case management system with ability to refer between agencies (not integrated)	Case Management System (CMS) that all agencies can access	Advanced/integrated case management system that drives and measures performance	
Knowledge Management (join the dots, information gathering)	Knowledge Management system, discovery mechanism, intelligence management	CMS plus repository for the additional information gathered Filter to manage ‘noise’ Portal providing feedback to agencies	Intermediate plus an automated filtering analysis function, including Artificial Intelligence	
Information sharing (what and how we share)	System needs to operate low-side so information is actionable Manually share info across agencies (case by case basis)	Ability to bring high + low side information together – especially to action / close case – to allow full assessment (push)	Approved information sharing agreements (AISA) / proactively sharing information (pull) – system to support multi-agencies	

Consideration	Minimum – ‘must haves’	Intermediate – ‘desirable’ (only considered if marginal VfM)	Maximum – ‘aspirational’ (only considered if affordable)	Out of scope
	Staff not co-located	Information sharing arrangement: inter-agency agreements “Fusion centre” (co-located/virtual)	Information sharing arrangement: direct access to any agency info	
Resourcing	Baseline specific resourcing as existing	Surge response agreed, process agreed with agencies, small core response capability for BAU	Dedicated fully resourced full-time team and resources to handle surges as required	

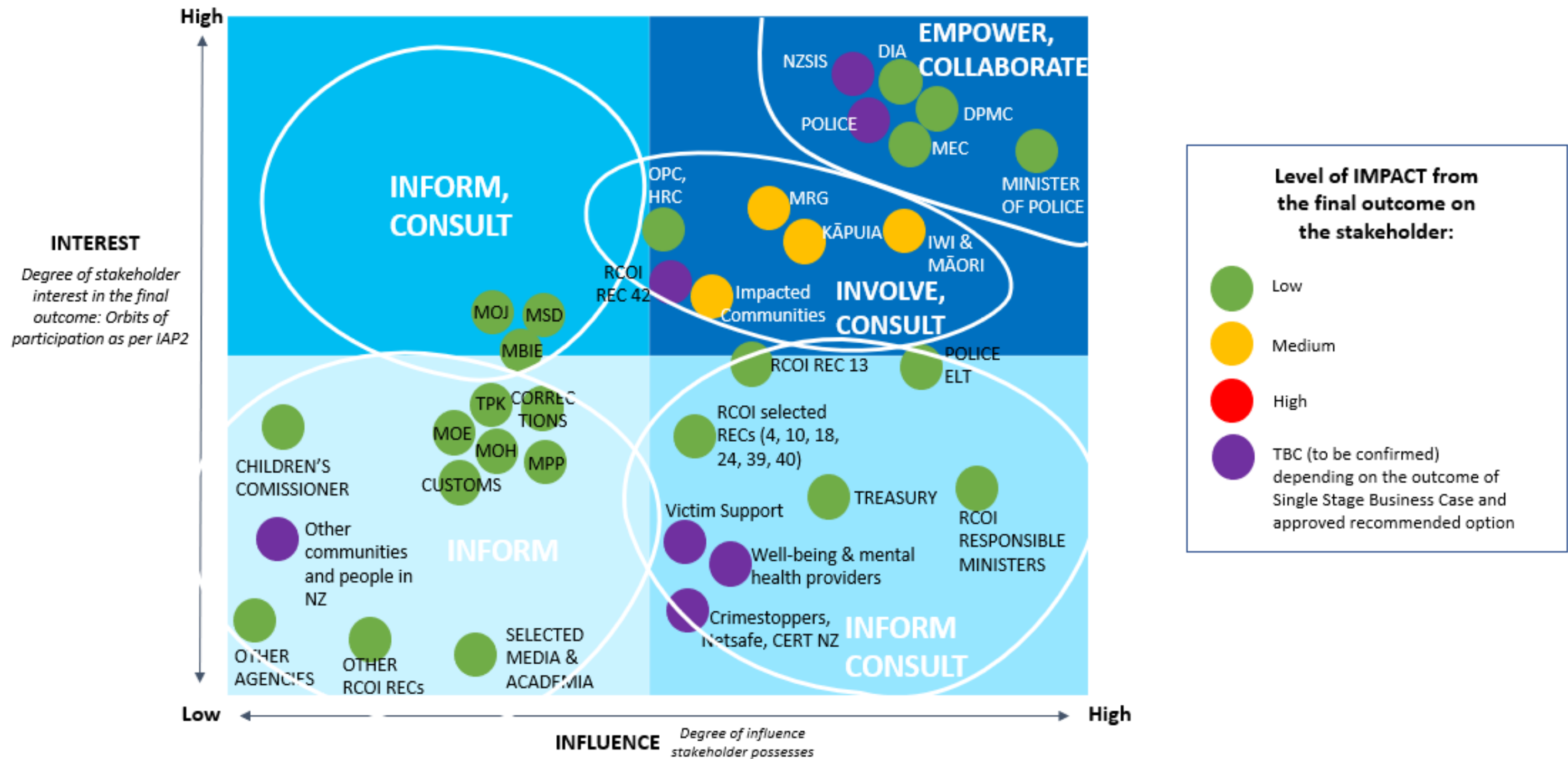
4. Service requirement: **Learning and resilient** – The improved reporting and response system must enable oversight and management of the system’s performance and contribute new knowledge to the national security system and priorities.

Consideration	Minimum – ‘must haves’	Intermediate – ‘desirable’ (only considered if marginal VfM)	Maximum – ‘aspirational’ (only considered if affordable)	Out of scope
Governance	Host agency accountable and existing oversight applies	Existing cross agency / key agency meeting regularly	Bespoke cross agency that meets regularly that includes community representation and key government/NGO representations	No oversight provided
Reporting / transparency	Standard Annual Report information (e.g. extent of public reporting and how the reported information was used) Emergency response information at a summary level	Minimum plus – include statistics on the performance (e.g. abandoned calls, call handling times etc, call types, qualitative info, ‘voice of the customer’ info)	Strategic assessment of the information provided to the service: review at certain points of time as to the service’s effectiveness, including added value	National security and identifiable information Classified information Detailed emergency response data that has been transferred to another service and included in reports of that agency
Strategic threat assessments, trends and patterns	Ability to extract basic data	Increased and enhanced data to enable creation improved reports to help ‘join the dots’ at a basic level	Full data extracts including meta-data and all access points, audit logs, time stamps etc	



Appendix C: Stakeholder Analysis Matrix

The below matrix represents stakeholders’ interest, influence, and impact rating in relation to the overall Recommendation 12 programme, including the Single Stage Business Case and subsequent Implementation phases



## Appendix D: Risks of the New Reporting System

Key Risk		Controlled likelihood	Controlled impact	Controlled risk rating	Comments / Mitigations
SCR2	<b>Government investment priorities</b> - IF there is a shift in Government investment priorities and funding decisions are made that negatively affect Rec12, THIS MAY LEAD TO the Rec12 solution not being delivered or investment objectives and intended benefits not being realised.	Possible	Severe	High	Develop a strong and robust Business Case that is compelling and investment logical.
SCR5 ECR1	<b>Information silos</b> - IF other reporting mechanisms within external agencies do not share information with the Rec12 system, THIS MAY LEAD TO gaps in information, the inability to join dots, a less effective system.	Possible	Moderate	High	Ensure and agree an information sharing pathway. Create and promote processes where needed. Engagement with other agencies (outside of Rec12 partner agencies). Possible Service Level agreements or documented arrangements.
SCR7 ECR2	<b>Missed information</b> - IF the system fails to identify a crucial lead, AS A RESULT OF too much 'noise' in the system or human error, THEN THIS MAY LEAD TO failure to prevent a TVE incident and a reputational risk for government.	Unlikely	Severe	High	Robust systems and processes to ensure risk is identified and actioned. Clear decision-making criteria agreed and recorded. Robust demand analysis and adequate resourcing. Education for public about purpose of reporting system and internal processes to manage vexatious reports. Defined documented arrangements with NZSIS for discovery.
ECR6	<b>Technology (value)</b> - IF the technology solution does not represent value for money, THIS MAY LEAD TO reputational risk, further funding required to re-design the technology solution, and sunk cost.	Possible	Moderate	High	Ensure appropriate investment case for expected demand. Business Case developed based on awareness of current Government investment priorities i.e., option within tagged contingency where possible. Explore opportunities to phase the technology solution (continuous improvements). Project Governance around Information & Communications Technology (ICT) investment.
ECR8	<b>Funding</b> - IF the system requires more than available funding to build and operate, THIS MAY LEAD TO a request for further funding to continue providing the service, and reputational risk and/or reduced benefits if further funding is not approved.	Likely	Moderate	High	Secure contingency. Remain fiscally prudent and proportionate throughout development of the Business Case. Robust BBC process to assess affordability / value at various points. Phased approach to implementation. Propose scalable options.
ECR9	<b>Optimal technology solution</b> - IF the optimal system cannot be delivered, THIS MAY LEAD TO workarounds, reduced benefits, reputational risk, reduced efficiency and/or effectiveness.	Possible	Moderate	High	Buy technology off-the-shelf rather than building new technology. Bring ICT resources into early planning.
MCR4	<b>Change in scope or requirements</b> - IF there is a change in scope and/or requirements during detailed design and implementation, THIS MAY LEAD TO a negative impact on time/cost, more funding required than anticipated, delayed implementation.	Possible	Major	High	Complete high-level design with advice from Solution Architect and technical teams. Formal requests and impact assessments prior to any change.
MCR5	<b>Unanticipated complexity of technical solution</b> - IF there is unanticipated complexity experienced during detailed design or implementation of the overall solution, THIS MAY LEAD TO a negative impact on time/cost, more funding required than anticipated.	Possible	Major	High	Trade-offs. Define business process solutions vs. technology solutions. Leverage business processes as much as possible to avoid complexity of integrations. ICT workarounds. Appropriate contingency to cover the level of risk. Review forecast time/cost to deliver ICT solution at the end of the Analysis & Design Phase. Project to identify assumptions as part of the upfront planning for the ICT solution.
MCR6	<b>Quality of technical product</b> - IF the quality of the ICT solution produced by the supplier is not acceptable, THIS MAY LEAD TO a product that's not fit for purpose, re-work, and an increase in time/cost to implement the solution.	Likely	Moderate	High	Base design on a known product, already produced for NZP for a similar need. Carry out User Acceptance Testing (UAT). Consider lessons from previous implementation projects. Performance contract clause. Business representative in Dev team.
MCR8	<b>Prioritisation</b> - IF the ability to progress implementation is hampered by other NZP priorities, THIS MAY LEAD TO delays, a reputational risk to govt., and more funding required to complete.	Likely	Major	High	ELT / Minister prioritisation. Manual workarounds. Resource planning. Clear/robust change management.
MCR9	<b>BAU costs greater than forecast</b> - IF operating costs exceed forecast estimates, THIS MAY LEAD TO additional investment being required from government to continue operating the Rec12 system.	Possible	Moderate	High	Defined appropriation that allows for annual review of price/volume changes. Senior ICT management review/input for estimates prior to Business Case being finalised. Demand analysis informs ICT costs (licenses etc.). Regular monitoring e.g., growth rates of storage. Request further funding via budget bid.
SCR4	<b>Unclear purpose or promotion</b> - IF the public are not clear about the purpose of Rec12 or about what to report to which system (e.g., REC12 vs. Single Cyber Front Door (SCFD), THIS MAY LEAD TO public confusion and Rec12 receiving less reports or the wrong types of reports, resulting in a less effective system.	Possible	Minor	Medium	Project team completing service design are clear about scope of incidents and behaviours. Designing effective off-ramps for non-core reporting. Effective promotion strategy. Maintain awareness of / alignment with other reporting systems, incl. SCFD.
SCR8	<b>Provider capacity for referrals</b> - IF external service providers cannot take on Rec12 referrals, THIS MAY LEAD TO the referral mechanism of the Rec12 system being ineffective, people not getting the support that's needed, and reduced confidence in the system for both agencies and public.	Possible	Minor	Medium	Engage with providers to communicate possible demand/scope (through existing channels/points of contact). Engage MSD as the main agency that funds providers. Robust decision-making process for referrals incl. tailoring to specific providers. Manage public and provider expectations. Leverage existing referral pathways.
SCR9	<b>Agency capacity to respond</b> - IF agencies cannot respond to work generated by Rec12, THIS MAY LEAD TO an ineffective system and/or failure to realise intended benefits.	Possible	Minor	Medium	Engage agencies re response being out of scope and encourage to consider own priorities/processes. Robust demand analysis to help inform. Report-back to identify phase 2 (agency response resource requirements - likely through budget bids).
ECR3 MCR1	<b>Demand</b> - IF the system is not designed to adapt to a changing risk profile (i.e., event or surge), THIS MAY LEAD TO an adjustment to the level of service provided.	Unlikely	Moderate	Medium	Engage agencies re response being out of scope and encourage to consider own priorities/processes. Robust demand analysis to help inform. Report-back to identify phase 2 (agency response resource requirements - likely through budget bids).

ECR5	<b>RCOI intent</b> - IF the new reporting system does not meet the intent of the RCOI, THIS MAY LEAD TO reduced trust and confidence in agencies, re-work, failure to deliver intended benefits.	Unlikely	Moderate	Medium	Engage with key voices - cross-agency Governance and Advisory Groups plus focussed Community engagement. Rigorous process (Treasury Better Business Case) to come up with choices and options for assessment. Proactive release of information to make publicly available - better transparency around how decisions were made.
ECR7	<b>Benefits</b> - IF the Rec12 solution realises fewer benefit than anticipated, THIS MAY LEAD TO modifying Rec12 operations due to the lack public value.	Possible	Minor	Medium	Educate/promote to encourage quality reporting. Community engagement on design and ongoing feedback (voice of the customer). post-implementation review. Formalise relationships with partner agencies (MOUs etc.). Cross-agency governance.
ECR10	<b>Achievability</b> - IF elements of the option cannot be fully delivered, THIS MAY LEAD TO sub-optimal solution, reduced benefits, reputational risk, reduced efficiency and/or effectiveness.	Unlikely	Moderate	Medium	Partner agency CEs prioritise the investment (within investment envelope, not baseline). Use trusted technology system (off-the-shelf). Cross-agency commitment to change. Messaging and priorities set at Executive level and shared within all agencies.
MCR2	<b>Change fatigue</b> - IF people involved in setting up and maintaining the Rec12 system are suffering from change fatigue, THIS MAY LEAD TO less successful implementation of Rec12 and a less effective system.	Possible	Minor	Medium	Cross-agency Advisory Group members expected to socialise Rec12 within their agencies throughout development to ensure awareness of upcoming change. Good change management and communications plans for all agencies. Strong senior stakeholder engagement across agencies. Implementation plan across agencies.
MCR3	<b>Design decisions and unintended bias</b> - IF there is not enough engagement or careful consideration given to the service design, THIS MAY LEAD TO unintended bias in the design, reputational damage, complaints from the public, low uptake, and/or people being unfairly targeted.	Unlikely	Moderate	Medium	Cultural awareness throughout. Engage communities on design - accessible, safe, easy. Procedural and sensitivity checks built into triage process. Promotional activities to ensure equity of access.
MCR7	<b>Technical supplier capability</b> - IF the supplier does not deliver to the agreed statement of work, THIS MAY LEAD TO an increase in time/cost and/or delayed implementation.	Unlikely	Moderate	Medium	Regular engagement and communication with the supplier throughout; Establish clear escalation pathways. Setup clear monitoring and tracking measures i.e., milestones. Ensure appropriate Terms & Conditions and clauses included within contracts.
MCR10	<b>People and process design</b> - IF functions within the system design are inadequate (i.e., collection, triage, assignment, referral, discovery components), THIS MAY LEAD TO a reputational risk, missing a lead, and an ineffective / inadequate system.	Unlikely	Moderate	Medium	Independent Quality Assurance (IQA) of functions post-detailed design. Work with SMEs / Service Designers / others with appropriate skills and experience. Continuous review and improvement. Ongoing governance.
MCR11	<b>NZP change freeze</b> - IF there is a change freeze due to ReFrame implementation (expected 2024), THIS MAY affect the delivery and change management activities of Rec12 implementation and result in delays.	Unlikely	Moderate	Medium	Engagement with ReFrame contacts to keep across planning/timeframes for the Op Model workstream changes. Submit final Business Case to Police Stewardship & Performance Governance Group (S&PGG) for prioritisation decisions. Escalations / exemptions. Engage with enterprise Change Lead.
MCR12	<b>ICT backlog</b> - IF Rec12 cannot be prioritised for implementation, THIS MAY LEAD TO implementation delays.	Unlikely	Moderate	Medium	Planning and awareness. Rec12 onto backlog. S&PGG approval of BC for prioritisation decisions. Government initiative means priority is determined externally.
SCR1	<b>Change in host agency</b> - IF decisions are made to change the Rec12 host agency, THIS MAY LEAD TO needing to lift and shift the Rec12 system and require significant re-work.	Unlikely	Minor	Low	Appears highly unlikely - risk accepted at this stage.
SCR3	<b>Community expectations</b> - IF there is misalignment between community expectations and the final Rec12 system design, THIS MAY LEAD TO a lack of community trust and confidence in the system and a reluctance to make reports, resulting in a less effective system.	Unlikely	Minor	Low	Develop key messages for stakeholders incl. why decisions have been made. Manage stakeholder expectations through planned engagements, take on feedback throughout design/build phases. Ask core groups to be involved with UAT. Voice Of the Customer survey.
SCR6	<b>Demand greater than capacity</b> - IF demand is greater than the system's capacity, THIS MAY LEAD TO needing to review resource requirements and may require additional investment from government to achieve intended benefits.	Unlikely	Minimal	Low	IQA of demand model. Continuous improvement approach. Align triage function with existing workgroups for contingent and surge capability. Education for public about purpose of reporting system. Robust triage for initial reports. Possible future technology enhancements. Phased delivery / promotion of the system. Post-implementation review.
ECR4	<b>Easy, accessible, safe design</b> – IF the new reporting system is not accessible, easy, and safe, THIS MAY LEAD TO fewer reports being made, failure to deliver on the RCOI recommendation, and failure to realise the intended benefits.	Unlikely	Minor	Low	Engage communities throughout design. Promote with accessibility in mind. Leverage existing expertise re access e.g., NZP service journeys group.
MCR13	<b>Initial availability of resources</b> - IF there are delays to securing required resource to setup the design/implementation project, THIS MAY LEAD TO start-up and overall duration delays.	Unlikely	Minor	Low	Plan ahead. Escalate.
MCR14	<b>Ongoing availability of resources</b> - IF required personnel are unavailable to complete the work required to implement the Rec12 solution, THIS MAY LEAD TO a delayed implementation, reputational risk to Government, and more funding required to complete the project.	Unlikely	Minor	Low	Budget based on contractor rates. Alternative replacement resource from workgroup (e.g., SMEs, ICT teams etc.). Explore options for fixed term / contractors. Ringfence key resources (dependent on prioritisation). Communication within key teams / capabilities to keep across work. Share FTE across resources. Early identification.
MCR15	<b>Privacy impact analysis</b> - IF the outcome of the detailed privacy impact assessment affects the service or technical design, THIS MAY LEAD TO negative impact on time/cost to complete detailed design and implementation.	Unlikely	Minor	Low	Submit detailed Privacy Impact Assessment (PIA) to Office of the Privacy Commissioner when available. Work closely with the business and ICT resource managers to ensure impacts are visible. Seek timely decisions to avoid delivery delays. Share outcome of analysis transparently with delivery teams.
MCR16	<b>Resource rates</b> - IF the hourly rates of personnel assigned differ from those provided, THIS MAY LEAD TO an increased cost for delivery and ongoing support from what was forecast.	Unlikely	Minor	Low	Appropriate resource rates considered during BC development. Consider permanent vs. contract allocations. Budget based on contractor rate (higher). Market rates are controlled.

## Appendix E: Dimensions and Choices Advantages and Disadvantages\*

\* Please note that a reporter is referred to as a customer throughout this appendix.

Choice	Advantages	Disadvantages	Conclusion
<b>1 Collection functionality – existing, enhanced or new reporting service</b>			
1.1 Use existing agency capability and capacity	Technology already exists for this option – no further investment required	Does not meet RCOI intent or recommendations Does not deliver discernible improvement in systems, processes or outcomes for customers as it does not create a cross-agency response	Did not meet any Investment Objectives (IOs), met three Critical Success Factors (CSFs) <b>Discounted</b> but carried forward as the status quo option for package creation
1.2 Expand existing agency capability and capacity	Largely uses existing agency capability but provides some dedicated resource(s) New public channel provides improvement in the public's experience Improves the 'safe and accessible' component for customers, including cultural competency needs likely to be affordable / provide value for money	May not go far enough to improve BAU May not go far enough to meet community expectations, i.e. not a dedicated collection function	Met all IOs and CSFs and was identified as the preferred option <b>Carried forward</b>
1.3 Create new bespoke capability and capacity	May meet public value Most likely to meet functional requirements for a public reporting system Can leverage overseas experience to build	May not meet value for money for predicted demand volumes Requires more investment to deliver on complex requirements Would most likely be unaffordable based on return on investment	Met both IOs, fully met three CSFs and partially met two <b>Discounted</b>
<b>2 Customer experience – safe and accessible, including feedback to reporting public</b>			
2.1 Retain existing customer service arrangements	Delivers standard customer service experience Known by all parties, no great upskilling required for operating staff Requires no further investment to implement	Does not deliver discernible improvement in systems, processes or outcomes as it does not create a cross-agency response and does not improve the customer experience	Did not meet any IOs, met three CSFs <b>Discounted</b> but carried forward as the for package creation
2.2 Meets basic customer service expectations	Provides some improvement in public value/value for money by delivering basic improvements in the customer experience Likely to encourage more reporting which could deliver improvements in intelligence management Some staff training re cultural sensitivity and competency	Does not provide a transformational change in the experience for the customer (safe, easy and accessible) which may not deliver increased reporting	Met all IOs and CSFs and was identified as a preferred option <b>Carried forward</b>
2.3 Meets intermediate customer service requirements	More likely to meet the expectations of the customer by adding significant reach and usability functions by adding fully culturally competent staff to generate more reporting Likely to generate greater reporting volumes which could deliver improvements in intelligence management	Unlikely to completely meet customer-centric requirements, i.e. support for additional languages remains minimal	Met all IOs and CSFs and was identified as a preferred option <b>Carried forward</b>
2.4 Meets maximum customer service expectations	Significant improvement to the customer experience Likely to generate greater reporting volumes which will deliver improvements in intelligence management	Significant cost may impact likely return on investment	Met both IOs, fully met two CSFs and partially met three <b>Discounted</b>
<b>3 Triage functionality – case/entity management, assess/assign/refer</b>			
3.1 Baseline 24/7 collect, assess & action for criticality, process business hours	Creates a basic triage function (business hours only) by improving current ad hoc arrangements Likely lowest cost	Does not meet the RCOI intent This option does not improve the overall triage capability across agencies	Met all IOs and CSFs and was identified as a preferred option <b>Carried forward</b> as a preferred and the status quo option for package creation
3.2 Extended hours for triage. Enhanced Case Management System. Basic Entity, Info & Knowledge Mgt	Added value to context (entity management and risk factors) to improve preliminary assessment capability Extended duration of triage function to enhance assurance and responsiveness across the system	Increased costs to have resources available for extended hours	Met both IOs, fully met five CSFs and partially met one <b>Carried forward</b> as a preferred option
3.3 Full 24/7 operation. Full Entity, Info & Knowledge mgt.	Provides a transformative fusion centre capability Most likely to meet the RCOI intent for improved system coordination	Significant cost may impact likely return on investment Will take longer to implement due to complexity	Met both IOs, fully met two CSFs and partially met two <b>Discounted</b>
<b>4 Public referral to support – direct reporting public to a range of supports</b>			
4.1 No special arrangements	None identified	Does not meet any investment objectives or add any value to the customer	Did not meet any IOs, met three CSFs <b>Discounted</b> but carried forward as the status quo option for package creation



Choice	Advantages	Disadvantages	Conclusion
4.2 Provide advice for self-service	There is a basic increase in the customer experience	Likely to add least value to the customer	Met both IOs, fully met four CSFs and partially met two <b>Carried forward</b>
4.3 Coordinate response to existing referral agency	Connects the reporter with appropriate system support Very customer-centric There is an existing system that could be utilised Will increase customer satisfaction and confidence in reporting Improves the systemic approach to counter-terrorism outcomes	Requires a meaningful capacity in the system to meet demand Deradicalisation resources are nascent	Met all IOs and CSFs and was identified as a preferred option <b>Carried forward</b>
4.4 Create new internal referral mechanisms	Would enable tailored and targeted services with more oversight of uptake and outcomes	Outside of relevant agency mandates High cost Duplicating existing services	Did not meet any IOs, met one CSF <b>Discounted</b>
<b>5 Processing technology – How do we deliver: Systems (including Low/High side)</b>			
5.1 Basic – manual interfaces between existing tech/systems	Affordable and achievable No upskilling required	Does not address any existing system vulnerabilities Does not meet RCOI intent There is no improvement to the customer experience	Did not meet any IOs, met three CSFs <b>Discounted</b> but carried forward as the status quo option for package creation
5.2 Enhanced tech/systems of participating agencies	Some improvement on the existing arrangement Likely value for money Simpler implementation (already accredited systems), minimal additional training required	Limited improvement Restricted by capability of existing technology	Met both IOs, fully met four CSFs and partially met two <b>Carried forward</b>
5.3 Adopt agency tech/systems	Provides significant capability uplift across operational agencies	Increased complexity, cost and timeliness of implementation	Met all IOs and CSFs <b>Carried forward</b> as a preferred option
5.4 Bespoke common operating platform	Most likely to meet functional requirements for a public reporting system Most likely to meet RCOI intent	Significant cost for a likely low demand volume system Could have long implementation timeframes	Met both IOs, fully met two CSFs and partially met three <b>Discounted</b>
<b>6 Reporting files/formats – How do the public report (including file format/size)</b>			
6.1 Existing report files/formats	Capacity/resources already exist No additional cost	Does not improve customer experience (safe, easy and accessible) Does not meet the RCOI intent Does not improve information management for agencies Does not meet current market demand or future proofing	Did not meet any IOs, met three CSFs <b>Discounted</b> but carried forward as the status quo option for package creation
6.2 Minimum plus some additional file/formats	More customer-centric (more file formats) which supports increased reporting volume Likely good value for money	Constrained by agency ICT capabilities	Met all IOs and CSFs <b>Carried forward</b> as a preferred option
6.3 All files/formats, no restrictions including dark web	Accommodates all file types and sizes, therefore more customer-centric Future proofs system by allowing for future technology developments	Not all agencies are able to accept all existing file types and build for future file types/ formats Increased complexity, cost and security	Met both IOs, fully met two CSFs and partially met one <b>Discounted</b>
<b>7 Ownership and Governance – Who delivers the service. May be branded differently (includes accountability)</b>			
7.1 Retain existing separate ownership & governance models	No additional costs Retains agency autonomy	Less likely to enable a cross-agency response Does not address system vulnerabilities	Did not meet any IOs, fully met three CSFs and partially met one <b>Discounted</b> but carried forward as the status quo option for package creation
7.2 Single host agency – Police	Has legal mandate to investigate Existing oversight arrangements - Independent Police Conduct Authority Skillset to receive, triage, assess, and refer reports Strong customer focus Strong stakeholder relationships Existing mechanisms to refer customers for support Presence in communities Experience in running communications centres Appropriate systems and infrastructure in place - fewer issues with introducing new systems if necessary	Police's legal obligation to investigate crimes may deter some people from reporting	Met both IOs, fully met five CSFs and partially met one <b>Carried forward</b> as an option for package creation
7.3 Single host agency – NZSIS	Existing oversight arrangements - Inspector General of Intelligence and Security Skillset to receive, triage, assess, and refer reports	Possible negative public perception and reluctance to report to NZSIS NZSIS vetting requirements may make it difficult for staff from other agencies to work in the NZSIS environment (including systems)	Met both IOs, fully met four CSFs and partially met two <b>Carried forward</b> as an option for package creation

Choice	Advantages	Disadvantages	Conclusion
		Does not have mandated responsibility to investigate pre-radicalisation behaviours Less focus on customer than other options No capability equivalent to Police in some areas, e.g. 105 comms centre No referral or feedback mechanisms Less ability (and greater cost) to introduce new systems into Sensitive Compartmented Information Facility environment	
7.4 Single host agency, cross agency governance	Existing models that work effectively i.e. Combined Threat Assessment Group. Single agency host provides clearer lines of operational command and control Cross agency governance arrangements provide a more coordinated shared agency response and system accountability Supports the All of Government approach which reflects the joined-up nature of the work	Adds some complexity to governance arrangements	Met all IOs and CSFs <b>Carried forward</b> as a preferred option
7.5 Cross agency entity (fusion centre)	Maximises agency connectivity and contributions, including high side arrangements Could be virtual or physical Supports surge capability as required	Return on investment considerations rest on demand volume Mirrors the CT leads construct that may result in duplication of effort if not closely managed Additional complexity in setup arrangements (MoU/MoA) and information sharing agreements	Met all IOs and CSFs <b>Carried forward</b> as a preferred option
7.6 New government agency	Strongly customer-centric Full integration of agency inputs (better for intelligence management) Strong branding opportunity Clear accountabilities	Not affordable, achievable or value for money based on predicted demand May require legislation Will take the longest to implement	Met one IO and one CSF <b>Discounted</b>
<b>8 Implementation functionality – <i>What’s delivered, when</i></b>			
8.1 Retain existing separate function	Least cost and timeframe to deliver	Delivers no substantive uplift in capability or customer experience Does not create the opportunity to remove information silos or join the dots Would not create a cross-agency response	Met no IOs, met three CSFs <b>Discounted</b> but carried forward as the status quo option for package creation
8.2 Stand-up basic service, no further plans	Provides some capability uplift Achievable and affordable Easier to implement than the other more advanced options	Minimal improvement to the customer and agency experience Unlikely to meet RCOI intent No scope for further enhancements to the system/service, once delivered Organisational risk increases due to budget constraints and time taken to undertake the BC process	Partially met both IOs, fully met three CSFs and partially met two <b>Carried forward</b>
8.3 Iterative/phased approach	Customer-centric (developed through ongoing public engagement) Supports an agile approach, enabling the ‘start small, scale fast’ option preferred by the community Provides a higher degree of confidence as funding is available for future enhancements	Delivery in stages could be perceived by the public as delays and impact confidence in use of the system Funding is subject to future prioritisation	Met all IOs and CSFs <b>Carried forward</b>
8.4 Full release (big bang)	Upfront comprehensive delivery – provides certainty around levels of service More suitable for implementation of constrained options (i.e. the simpler solution)	Little chance for iterative improvements Could fail to meet customer expectations Less scope for future proofing Highly complex for delivery of advanced capabilities May take longer to deliver	Met both IOs, fully met five CSFs and partially met one <b>Carried forward</b>
<b>9 Funding – <i>How is it funded, when</i></b>			
9.1 No specific funding	Affordable and achievable	No extra funding does not allow a comprehensive solution that meets the critical success factors	Funding options were not assessed as the Advisory Group considered that evaluation needs to be informed by decisions on the long & short lists, once created from the above dimensions and choices
9.2 Tagged contingency	Not assessed	Not assessed	
9.3 Tagged + additional	Not assessed	Not assessed	
9.4 Phased approach business case	Not assessed	Not assessed	

Appendix F: Assessment of Dimensions and Choices Against Investment Objectives and Critical Success Factors

	Scope & Scale (What is delivered)														Solution (How it is delivered)						Delivery (Who is delivering)						Implementation (When is it being delivered)									
	1. Collection functionality			2. Customer experience				3. Triage functionality			4. Public referral to support				5. Processing technology				6. Reporting channels		7. Ownership & Governance						8. Implementation functionality				9. Funding					
	Status Quo 1.1	MVP 1.2	1.3	Status Quo 2.1	MVP 2.2	2.3	2.4	Status Quo 3.1	MVP 3.2	3.3	Status Quo 4.1	MVP 4.2	4.3	4.4	Status Quo 5.1	MVP 5.2	5.3	5.4	Status Quo 6.1	MVP 6.2	6.3	Status Quo 7.1	MVP 7.2	MVP 7.3	7.4	7.5	7.6	Status Quo 8.1	MVP 8.2	8.3	8.4	Status Quo 9.1	MVP 9.2	9.3	9.4	
	Use existing agency capability and capacity	Expand existing agency capability and capacity	Create new bespoke capability and capacity	Retain existing customer service arrangements	Meets basic customer service expectations	Meets intermediate customer service requirements	Meets maximum customer service expectations	24/7 collect, assess & action for criticality, process business hours	24/7 collect, process 8/7 days	Advanced - 24/7 collect, 24/7 process	No referral	Provide advice for self-service	Coordinate response to existing referral agency	Create new internal referral mechanisms	Basic - manual interfaces between existing tech/systems	Enhanced tech/system of participating agencies	Adopt agency tech/systems	Bespoke common operating platform	Existing reporting channels/platform only (text/email etc)	Minimum plus some additional channels - dedicated app/or mechanism	Multiple formats, all channels (including future proofing)	Retain existing separate ownership & governance models	Single agency host - Police	Single agency host - NZSIS	Single agency host, cross agency governance	Cross-agency entity	New government agency	Retain existing separate functions	Standup basic service, no further plans	Iterative/phased release	Full release (big bang)	No specific funding	Tagged contingency	Tagged + additional	Phased approach business case	
Investment objectives																																				
1. To improve the public reporting system for reporting concerning terrorism and violent extremism behaviours and incidents to government	No	Yes	Yes	No	Partial	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Partial	Yes	Yes	No	Not assessed	Not assessed	Not assessed	
2. To improve the system across government agencies for joining up, triaging and managing publicly reported terrorism and violent extremism information	No	Yes	Yes	No	Not Applicable	Not Applicable	Not Applicable	Yes	Yes	Yes	No	Not Applicable	Yes	No	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	Partial	Yes	Yes	No	Not assessed	Not assessed	Not assessed	
Critical Success Factors																																				
1. Strategic fit and business needs	No	Yes	Yes	No	Partial	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	No	Partial	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	Partial	Yes	Yes	No	Not assessed	Not assessed	Not assessed	
2. Potential value for money and public value	No	Yes	Partial	No	Partial	Yes	Partial	Yes	Yes	No	No	Partial	Yes	No	No	Yes	Yes	Partial	No	Yes	Partial	Partial	Yes	Yes	Yes	Yes	No	No	Partial	Yes	Partial	No	Not assessed	Not assessed	Not assessed	
3. Supplier capacity and capability	Yes	Yes	Yes	Yes	Yes	Yes	Partial	Yes	Yes	Partial	Yes	Yes	Yes	No	Yes	Yes	Yes	Partial	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Not assessed	Not assessed	Not assessed
4. Likely affordability	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Partial	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Not assessed	Not assessed	Not assessed
5. Likely achievability	Yes	Yes	Partial	Yes	Yes	Yes	Partial	Yes	Yes	Partial	Yes	Yes	Yes	No	Yes	Yes	Yes	Partial	Yes	Yes	No	Yes	Yes	Partial	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Not assessed	Not assessed	Not assessed
6. Customer centric	No	Yes	Yes	No	Partial	Yes	Yes	Yes	Yes	Yes	No	Partial	Yes	Yes	No	Partial	Yes	Yes	No	Yes	Yes	No	Partial	Partial	Yes	Yes	Yes	No	Partial	Yes	Yes	Yes	No	Not assessed	Not assessed	Not assessed
Summary	Discounted	Carry forward	Discounted	Carry forward	Carry forward	Carry forward	Discounted	Carry forward	Carry forward	Discounted	Discounted	Carry forward	Carry forward	Discounted	Discounted	Carry forward	Carry forward	Discounted	Discounted	Carry forward	Discounted	Discounted	Carry forward	Carry forward	Carry forward	Carry forward	Discounted	Discounted	Carry forward	Carry forward	Carry forward	Discounted	Not assessed	Not assessed	Not assessed	
	Preferred			Preferred				Preferred	Preferred?				Preferred		Preferred				Preferred			Preferred			Preferred	Preferred								Package dependant	Package dependant	Package dependant

Appendix G: Detail of Long List Options

	Option 0	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
<div>1. Collection functionality</div> <div>Existing, enhanced or new reporting service</div>	<div>1.1</div> <div>Status Quo - Use existing agency capability and capacity</div> <div>Existing reporting centre capability i.e. 105. Manual sharing (xls).</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>	<div>1.2</div> <div>Expand existing agency capability and capacity</div> <div>Existing reporting centre capability (ie 105), common operating platform (portal), public and government/agencies/other non-public all aware of new service, roles &amp; responsibilities of each agency/entity known, aware of Know the Signs indicators and what to do, wellbeing checks in place for call-takers.</div>
<div>2. Customer experience</div> <div>Safe &amp; Accessible, including feedback</div>	<div>2.1</div> <div>Retain existing customer service arrangements</div> <div>No special arrangements, existing language support for calls and callers, existing staff training.</div>	<div>2.2</div> <div>Meets basic customer service expectations</div> <div>Limited channels. Trained staff - culturally competent, soft launch (promotion), meets government accessibility standards, host agency branding, privacy &amp; information use notified to customer, use existing shielding capabilities, anonymity option for caller, automated response on receipt of report (confirmation report has been received).</div>	<div>2.3</div> <div>Meets intermediate customer service expectations</div> <div>Plus additional channels and diversity options (languages supported for selected languages for communities at risk), fully competent staff, soft launch and ongoing promotion through limited channels, AoG branding, anonymity option provided for reporters, generic update on the report progress to reporters. Meets government web accessibility standards</div>	<div>2.3</div> <div>Meets intermediate customer service expectations</div> <div>Plus additional channels and diversity options (languages supported for selected languages for communities at risk), fully competent staff, soft launch and ongoing promotion through limited channels, AoG branding, anonymity option provided for reporters, generic update on the report progress to reporters. Meets government web accessibility standards</div>	<div>2.2</div> <div>Meets basic customer service expectations</div> <div>Limited channels. Trained staff - culturally competent, soft launch (promotion), meets government accessibility standards, host agency branding, privacy &amp; information use notified to customer, use existing shielding capabilities, anonymity option for caller, automated response on receipt of report (confirmation report has been received).</div>	<div>2.3</div> <div>Meets intermediate customer service expectations</div> <div>Plus additional channels and diversity options (languages supported for selected languages for communities at risk), fully competent staff, soft launch and ongoing promotion through limited channels, AoG branding, anonymity option provided for reporters, generic update on the report progress to reporters. Meets government web accessibility standards</div>	<div>2.3</div> <div>Meets intermediate customer service expectations</div> <div>Plus additional channels and diversity options (languages supported for selected languages for communities at risk), fully competent staff, soft launch and ongoing promotion through limited channels, AoG branding, anonymity option provided for reporters, generic update on the report progress to reporters. Meets government web accessibility standards</div>	<div>2.3</div> <div>Meets intermediate customer service expectations</div> <div>Plus additional channels and diversity options (languages supported for selected languages for communities at risk), fully competent staff, soft launch and ongoing promotion through limited channels, AoG branding, anonymity option provided for reporters, generic update on the report progress to reporters. Meets government web accessibility standards</div>
<div>3. Triage Functionality</div> <div>Case/entity mgt, assess/assign/refer</div>	<div>3.1</div> <div>Minimum Triage capability (24/7 collect (assess &amp; action for criticality), process business hours), Basic information, entity amd knowledge management functions</div> <div>Funnel always open with criticality check (all incoming reports reviewed for threat to life/public safety or other issues requiring immediate attention/response), then refer to triage (business hours), assessment for assign/refer to another agency. Basic case, entity and knowledge management capabilities.</div>	<div>3.1</div> <div>Minimum Triage capability (24/7 collect (assess &amp; action for criticality), process business hours), Basic information, entity amd knowledge management functions</div> <div>Funnel always open with criticality check (all incoming reports reviewed for threat to life/public safety or other issues requiring immediate attention/response), then refer to triage (business hours), assessment for assign/refer to another agency. Basic case, entity and knowledge management capabilities.</div>	<div>3.1</div> <div>Minimum Triage capability (24/7 collect (assess &amp; action for criticality), process business hours), Basic information, entity amd knowledge management functions</div> <div>Funnel always open with criticality check (all incoming reports reviewed for threat to life/public safety or other issues requiring immediate attention/response), then refer to triage (business hours), assessment for assign/refer to another agency. Basic case, entity and knowledge management capabilities.</div>	<div>3.1</div> <div>Minimum Triage capability (24/7 collect (assess &amp; action for criticality), process business hours), Basic information, entity amd knowledge management functions</div> <div>Funnel always open with criticality check (all incoming reports reviewed for threat to life/public safety or other issues requiring immediate attention/response), then refer to triage (business hours), assessment for assign/refer to another agency. Basic case, entity and knowledge management capabilities.</div>	<div>3.2</div> <div>Intermediate Triage capability - 24/7 collect, option for extended triage response (e.g. 8/7), emphasis on more value-add knowledge management</div> <div>Collection funnel always open (24/7 with criticality check), with option for extended hours for triage (e.g. 8 hours/7 days per week). Continued assessment for assignment/referrals. Case and Entity management systems included, and enhanced 'value add' Knowledge management processes.</div>	<div>3.2</div> <div>Intermediate Triage capability - 24/7 collect, option for extended triage response (e.g. 8/7), emphasis on more value-add knowledge management</div> <div>Collection funnel always open (24/7 with criticality check), with option for extended hours for triage (e.g. 8 hours/7 days per week). Continued assessment for assignment/referrals. Case and Entity management systems included, and enhanced 'value add' Knowledge management processes.</div>	<div>3.2</div> <div>Intermediate Triage capability - 24/7 collect, option for extended triage response (e.g. 8/7), emphasis on more value-add knowledge management</div> <div>Collection funnel always open (24/7 with criticality check), with option for extended hours for triage (e.g. 8 hours/7 days per week). Continued assessment for assignment/referrals. Case and Entity management systems included, and enhanced 'value add' Knowledge management processes.</div>	<div>3.2</div> <div>Intermediate Triage capability - 24/7 collect, option for extended triage response (e.g. 8/7), emphasis on more value-add knowledge management</div> <div>Collection funnel always open (24/7 with criticality check), with option for extended hours for triage (e.g. 8 hours/7 days per week). Continued assessment for assignment/referrals. Case and Entity management systems included, and enhanced 'value add' Knowledge management processes.</div>
<div>4. Public Support for Referral</div> <div>Direct reporters to range of support</div>	<div>4.1</div> <div>No referral</div> <div>No special arrangements, other than existing ad hoc arrangements currently used by each agency.</div>	<div>4.2</div> <div>Provide advice for self-service</div> <div>Advice on existing support channels (Passive), provide information to the caller about getting help.</div>	<div>4.2</div> <div>Provide advice for self-service</div> <div>Advice on existing support channels (Passive), provide information to the caller about getting help.</div>	<div>4.3</div> <div>Coordinate response to existing referral agency</div> <div>Joined up approach, to bridge the gap to wellbeing providers by assisting with handover (Active), receiving agency passes on caller details to provider (with consent).</div>	<div>4.2</div> <div>Provide advice for self-service</div> <div>Advice on existing support channels (Passive), provide information to the caller about getting help.</div>	<div>4.2</div> <div>Provide advice for self-service</div> <div>Advice on existing support channels (Passive), provide information to the caller about getting help.</div>	<div>4.3</div> <div>Coordinate response to existing referral agency</div> <div>Joined up approach, to bridge the gap to wellbeing providers by assisting with handover (Active), receiving agency passes on caller details to provider (with consent).</div>	<div>4.3</div> <div>Coordinate response to existing referral agency</div> <div>Joined up approach, to bridge the gap to wellbeing providers by assisting with handover (Active), receiving agency passes on caller details to provider (with consent).</div>
<div>5. Processing Technology</div> <div>How do we deliver -Systems (inc Low/High side)</div>	<div>5.1</div> <div>Basic – manual interfaces between existing tech/systems</div> <div>Status Quo. Use available systems and info sharing arrangements, existing reporting.</div>	<div>5.2</div> <div>Enhanced tech/system of participating agencies</div> <div>Enhanced existing technology systems in Agencies. Utilise ICT platforms already in use within agencies for report creation, case management and information sharing, but provide basic enhancements to customise use for Rec 12 or improve data access and information sharing (beyond email). Eg. Adapt Police 105 report creating system and stand up customised instance of He Aranga Ake case management system.</div>	<div>5.2</div> <div>Enhanced tech/system of participating agencies</div> <div>Enhanced existing technology systems in Agencies. Utilise ICT platforms already in use within agencies for report creation, case management and information sharing, but provide basic enhancements to customise use for Rec 12 or improve data access and information sharing (beyond email). Eg. Adapt Police 105 report creating system and stand up customised instance of He Aranga Ake case management system.</div>	<div>5.3</div> <div>Adopt agency tech/system</div> <div>Adopt Agency Tech/System. Where a partner agency (domestic or international) has a more advanced platform, this is adopted by other agencies to share that common operating picture. This might entail significant investment to lift capability in some agencies, or to adapt the technology to integrate with existing agency systems.</div>	<div>5.3</div> <div>Adopt agency tech/system</div> <div>Adopt Agency Tech/System. Where a partner agency (domestic or international) has a more advanced platform, this is adopted by other agencies to share that common operating picture. This might entail significant investment to lift capability in some agencies, or to adapt the technology to integrate with existing agency systems.</div>	<div>5.2</div> <div>Enhanced tech/system of participating agencies</div> <div>Enhanced existing technology systems in Agencies. Utilise ICT platforms already in use within agencies for report creation, case management and information sharing, but provide basic enhancements to customise use for Rec 12 or improve data access and information sharing (beyond email). Eg. Adapt Police 105 report creating system and stand up customised instance of He Aranga Ake case management system.</div>	<div>5.3</div> <div>Adopt agency tech/system</div> <div>Adopt Agency Tech/System. Where a partner agency (domestic or international) has a more advanced platform, this is adopted by other agencies to share that common operating picture. This might entail significant investment to lift capability in some agencies, or to adapt the technology to integrate with existing agency systems.</div>	<div>5.2</div> <div>Enhanced tech/system of participating agencies</div> <div>Enhanced existing technology systems in Agencies. Utilise ICT platforms already in use within agencies for report creation, case management and information sharing, but provide basic enhancements to customise use for Rec 12 or improve data access and information sharing (beyond email). Eg. Adapt Police 105 report creating system and stand up customised instance of He Aranga Ake case management system.</div>
<div>6. Reporting Content</div> <div>How do the public report (inc file format/size)</div>	<div>6.1</div> <div>Existing formats and file types</div> <div>Status Quo. Only existing file formats and size limitations.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>	<div>6.2</div> <div>Minimum plus some additional formats/file types</div> <div>Ability to receive full files and content regardless of source, and content that could normally be stopped by a firewall. Standalone environment.</div>
<div>7. Ownership &amp; Governance</div> <div>Who delivers the service. May be branded differently (includes accountability)</div>	<div>7.1</div> <div>Retain existing separate ownership &amp; governance models</div> <div>No change from existing arrangements - multiple doors, multiple agencies.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>	<div>7.5</div> <div>Cross-agency entity (physical or virtual fusion arrangement)</div> <div>AoG/cross agency operation, cross agency governance, located under host agency umbrella.</div>	<div>7.4</div> <div>Single Agency host, cross agency governance</div> <div>Single agency hosts and operates function, but directed by cross agency governance arrangements.</div>
<div>8. Implementation: Functionality</div> <div>What's delivered, when</div>	<div>8.1</div> <div>Retain existing separate functions</div> <div>No change from existing, separate agency operating systems and processes.</div>	<div>8.2</div> <div>Stand-up basic service, no further plans</div> <div>Minimum services to deliver MVP only. Future developments subject to separate Business Case and approval, ie no future roadmap for enhancements.</div>	<div>8.2</div> <div>Stand-up basic service, no further plans</div> <div>Minimum services to deliver MVP only. Future developments subject to separate Business Case and approval, ie no future roadmap for enhancements.</div>	<div>8.3</div> <div>Iterative/Phased Release</div> <div>MVP + planned/budgeted development. Iterative capability development, but scalable based on evidence-base from operation of the MVP function.</div>	<div>8.3</div> <div>Iterative/Phased Release</div> <div>MVP + planned/budgeted development. Iterative capability development, but scalable based on evidence-base from operation of the MVP function.</div>	<div>8.3</div> <div>Iterative/Phased Release</div> <div>MVP + planned/budgeted development. Iterative capability development, but scalable based on evidence-base from operation of the MVP function.</div>	<div>8.3</div> <div>Iterative/Phased Release</div> <div>MVP + planned/budgeted development. Iterative capability development, but scalable based on evidence-base from operation of the MVP function.</div>	<div>8.3</div> <div>Iterative/Phased Release</div> <div>MVP + planned/budgeted development. Iterative capability development, but scalable based on evidence-base from operation of the MVP function.</div>
<div>9. Funding</div> <div>How is funded, when</div>	<div>9.1</div> <div>No specific funding</div> <div>No funding allocated.</div>	<div>9.2</div> <div>Tagged Contingency</div> <div>Drawing on existing tagged funds.</div>	<div>9.2</div> <div>Tagged Contingency</div> <div>Drawing on existing tagged funds.</div>	<div>9.4</div> <div>Phased Approach Business case</div> <div>Plus funding for future development over Whole of Life cycle.</div>	<div>9.3</div> <div>Tagged + additional Contingency</div> <div>Plus funding for future development over Whole of Life cycle.</div>	<div>9.4</div> <div>Phased Approach Business case</div> <div>Plus funding for future development over Whole of Life cycle.</div>	<div>9.4</div> <div>Phased Approach Business case</div> <div>Plus funding for future development over Whole of Life cycle.</div>	<div>9.4</div> <div>Phased Approach Business case</div> <div>Plus funding for future development over Whole of Life cycle.</div>

- do minimum
- do more
- do most
- do maximum
- status quo



## Appendix H: Assessment of Long List Options

	Option 0	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
	The approach that attempts to deliver improvements without investment in Systems, Processes or People	The 'do minimum' approach to provide for incremental System and People improvements over the status quo/baseline option	This option provides for more investment in the customer experience – such as the range of reporting channels and the skills, knowledge and experience of the report takers.	This option includes more investment in the referral process and provides for more comprehensive technology options to underpin system performance (ie. scope to increase capability, automation and future proofing)	This option emphasises the importance and effectiveness of the triage process in adding value to the information reported in order to make informed decisions on escalation. Other choices remain at minimal levels.	This option emphasises investment/enhancement of existing systems and process in the operational agencies, to complement or develop current capability and/or increase capacity.	This options seeks to lift capability across all dimensions – improving the customer experience and back-end functions, proactive support for referrals, and utilising enhanced technology solutions. As such, it represents the 'do most' of the choices.	This option seeks to lift capability across the functions of collection, customer experience (including referral) and triage, by leveraging agencies existing systems and processes. As such, it represents an enhancement in capability across the core functions, without the need for significant investment in new/advanced technologies.
<b>Investment objectives</b>								
1. To improve the public reporting system for reporting concerning terrorism and violent extremism behaviours and incidents to government	No	Yes	Yes	Yes	Yes	Yes		Yes
2. To improve the system across government agencies for joining up, triaging and managing publicly reported terrorism and violent extremism information.	No	Yes	Yes	Yes	Yes	Yes		Yes
<b>Critical Success Factors</b>								
1. Strategic fit and business needs	No	Partial	Yes	Yes	Yes	Yes	Yes	Yes
2. Potential value for money and public value	No	Yes	Yes	Yes	Yes	Yes		Yes
3. Supplier capacity and capability	Yes	Yes	Yes	Yes	Yes	Yes		Yes
4. Likely affordability	Yes	Yes	Yes	Yes	Yes	Yes		Yes
5. Likely achievability	Yes	Yes	Yes	Yes	Yes	Yes		Yes
6. Customer centric	No	Partial	Yes	Yes	Partial	Yes		Yes
<b>Summary</b>	<b>Discounted</b>	<b>Discounted</b>	<b>Carry forward</b>	<b>Carry forward</b>	<b>Discounted</b>	<b>16/02: Advisory Group decision to merge these options into a single new option.</b>		<b>Carry forward</b>

## Appendix I: Summary of Short List Options

Option	Investment strategy	Description	Focus of option <i>This option seeks to deliver:</i>	Advantages & Disadvantages	Capability Investment required	
					People	Technology
<b>Counter-factual</b>	Minimal investment over time to optimise existing services and capabilities	Nominal investment to make minimal enhancements to the customer experience and supporting technology and processes.	<ul style="list-style-type: none"> <li>Retention of multiple existing reporting channels for the public</li> <li>Existing call taker capabilities (varying competence &amp; diversity)</li> <li>No referral mechanism for the public</li> <li>Nominal investment in minor changes to existing back-end support structures</li> </ul>	<ul style="list-style-type: none"> <li>Most affordable and quickest delivery</li> <li>Does not provide any functional improvements to the existing national security framework and the lived experience of the public</li> <li>Known systemic vulnerabilities remain</li> <li>Does not meet the customer centric focus; fails to meet community expectations</li> <li>No improvement to information sharing arrangements</li> <li>Does not meet Investment Objectives or Critical Success Factors</li> </ul>	<ul style="list-style-type: none"> <li>Minimal awareness training in cultural competency for call takers</li> <li>Minimum triage capability and processing support</li> <li>Some increase in inter-agency collaboration as it retains the existing separate ownership and governance models</li> </ul>	<ul style="list-style-type: none"> <li>Maintain existing language support (primarily English only) for reporting public</li> <li>Create and support basic case entity and knowledge management capabilities</li> <li>Maintain ability to receive existing file types and content</li> <li>Host agency in-house minor technology improvements</li> </ul>
<b>Customer centric</b>	Investment in enhancing the customer experience; minimal investment in the supporting technology and processes.	<ul style="list-style-type: none"> <li>Moderate increase in responsiveness and effectiveness across the system</li> <li>Emphasises the centrality of the customer experience to the success of a public reporting system</li> <li>Invests in the elements to build public trust and confidence in the system, rather than the back-end support structures.</li> <li>Investment in the safe, easy, and accessible elements of the user experience – such as the range of reporting channels and the skills, knowledge, and experience of the report takers.</li> <li>Supports a referral process for members of the public who seek support, but only by providing basic advice on available options</li> </ul>	<ul style="list-style-type: none"> <li>More reporting channels for the public</li> <li>Improved capability for call takers</li> <li>A basic system to refer the public to community providers, if needed</li> <li>Minimal improvement in the back-end support structure</li> </ul>	<ul style="list-style-type: none"> <li>Improvement to current customer experience</li> <li>Expected to generate more reports from the public</li> <li>Could contribute to wellbeing outcomes to the customer by providing a basic referral process</li> <li>Meets all Investment Objectives and Critical Success Factors</li> <li>Does not provide corresponding investment in back-end systems</li> <li>Improvement is still sub-optimal as community expectations are higher than this option provides</li> <li>Minimal enhancements to deliver initial basic service only, ongoing enhancements/future roadmap development would be subject to separate Business Case approval, including securing of funding</li> </ul>	<ul style="list-style-type: none"> <li>Create and deliver training in cultural competency for call takers</li> <li>Regular wellbeing checks for call takers</li> <li>Soft launch promotion through limited channels to the public of what and how to report (inc. Know the Signs indicators)</li> <li>Awareness by public, government and non-government agencies of the service and who is responsible for what</li> <li>Appropriate branding</li> <li>Passive referrals to community providers for people reporting</li> <li>Minimum triage capability and processing support</li> <li>Single host agency with cross agency governance</li> </ul>	<ul style="list-style-type: none"> <li>More channels for reporting, including a public website</li> <li>Ability for people to report in additional selected languages</li> <li>Feedback loop to people making reports</li> <li>Safe, easy and accessible reporting (accessibility standards etc)</li> <li>Create and support basic case entity and knowledge management capabilities</li> <li>Minimal enhancements to utilise existing technology</li> <li>Ability to receive more file types and content from public</li> </ul>
<b>Balanced response</b>	Investment in both enhancing the customer experience and improving the supporting	<ul style="list-style-type: none"> <li>Lifts capability across the functions of information collection and triage, and customer experience, by leveraging agencies' existing systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>More reporting channels for the public</li> <li>Improved capability for call takers</li> <li>A more integrated process to refer the public</li> </ul>	<ul style="list-style-type: none"> <li>Incremental improvement on existing functions and systems that is proportionate to the expected level of demand</li> <li>Expected to reduce duplication</li> </ul>	<ul style="list-style-type: none"> <li>Create and deliver training in cultural competency for call takers</li> <li>Regular wellbeing checks for call takers</li> <li>Initial launch promotion through limited channels to the public of</li> </ul>	<ul style="list-style-type: none"> <li>More channels for reporting, including a public website</li> <li>Ability for people to report in additional selected languages</li> <li>Feedback loop to people making reports</li> </ul>

	technology and processes.	<ul style="list-style-type: none"> <li>– Significant improvement in responsiveness and effectiveness across the core functions of customer experience, referrals, and triage, but without the need for significant investment in new/advanced technologies</li> </ul>	<ul style="list-style-type: none"> <li>– to community providers, if needed</li> <li>– Moderate improvement in the back-end support structures</li> </ul>	<ul style="list-style-type: none"> <li>– Potentially quick and more cost effective to implement</li> <li>– Initial solution delivered (using an iterative/phased solution release process) with ongoing enhancements/ future development roadmap subject to phased business case(s) which would cover funding for future developments over Whole of Life cycle</li> <li>– Meets all Investment Objectives and Critical Success Factors</li> <li>– Does not provide transformational change</li> </ul>	<ul style="list-style-type: none"> <li>– what and how to report (inc. Know the Signs indicators) with scalable promotion as the solution/process becomes embedded</li> <li>– Awareness by public, government and non-government agencies of the service and who is responsible for what</li> <li>– Appropriate branding</li> <li>– Active referrals to community providers for reporting public</li> <li>– Improved triage capability and processing support, including extended triage response</li> <li>– Single host agency with cross agency governance</li> </ul>	<ul style="list-style-type: none"> <li>– Safe, easy and accessible reporting (accessibility standards etc)</li> <li>– Create and support enhanced case entity and knowledge management capabilities</li> <li>– Minimal enhancements to utilise existing technology</li> <li>– Improved ability to receive a wider range of file types and content from public</li> </ul>
<b>Customer centric+</b>	Significant investment in both enhancing the customer experience and improving the supporting technology (e.g. by adopting a participating agency tech/system).	<ul style="list-style-type: none"> <li>– Delivers the enhancements of the Customer Centric approach</li> <li>– includes more investment in the referral process (moving to actively coordinate referrals); and</li> <li>– provides for more comprehensive technology options to underpin system performance (i.e. scope to increase capability, automation, and future proofing).</li> <li>– Significant improvement in responsiveness and effectiveness to the public, supported by smart, intuitive technologies and processes. Likely attract a higher cost profile.</li> </ul>	<ul style="list-style-type: none"> <li>– More reporting channels for the public</li> <li>– Improved capability for call takers</li> <li>– A more integrated system to refer the public to community providers, if needed</li> <li>– Significant improvement in the back-end support structures</li> </ul>	<ul style="list-style-type: none"> <li>– Retains customer centric focus</li> <li>– Increases referral pathways to deliver a more comprehensive service</li> <li>– Introduces options for advanced technology support which enables deeper understanding and shortens the time to insight by improving access to relevant information</li> <li>– Initial solution delivered (using an iterative/phased solution release process) with ongoing enhancements/ future development roadmap subject to phased business case(s) which would cover funding for future developments over Whole of Life cycle</li> <li>– Meets all Investment Objectives and Critical Success Factors</li> <li>– Is not matched with enhanced triage capability which may result in pressure to process demand</li> <li>– More complexity and may take longer to deliver (technology, systems and referral pathways)</li> </ul>	<ul style="list-style-type: none"> <li>– Create and deliver training in cultural competency for call takers</li> <li>– Regular wellbeing checks for call takers</li> <li>– Soft launch promotion through limited channels to the public of what and how to report (inc. Know the Signs indicators)</li> <li>– Awareness by public, government and non-government agencies of the service and who is responsible for what</li> <li>– Appropriate branding</li> <li>– Active referrals to community providers for people reporting</li> <li>– Minimum triage capability and processing support</li> <li>– Single host agency with cross agency governance</li> </ul>	<ul style="list-style-type: none"> <li>– More channels for reporting, including a public website</li> <li>– Ability for people to report in additional selected languages</li> <li>– Feedback loop to people making reports</li> <li>– Safe, easy and accessible reporting (accessibility standards etc)</li> <li>– Create and support basic case entity and knowledge management capabilities</li> <li>– Adoption by participating agencies of partner agency more advanced system/tech including integrations</li> <li>– Ability to receive all file types and content from people reporting</li> </ul>

# Appendix J: Risk Assessment of Short List Options

	Description	Counter-factual	Customer Centric	Balanced response	Customer centric +	Comment	Mitigation
Outcomes	ECR3: System cannot adapt to a changing risk profile (i.e. event or surge)	23. Very High	18. High	08. Medium	05. Low	Triage function provides better response to demand, therefore risk reduces across options as triage function is improved	Robust demand analysis to help inform agency responses Business Case requirement to identify a second phase of response resource requirements across agencies Meanwhile encourage relevant agencies to consider their own priorities and processes
	ECR2: Failure to identify a crucial lead which leads to failure to prevent a TVE incident	21. High	21. High	19. High	19. High	Any Terrorism & Violent Extremism incident caused by missed information likely to have 'severe' impact; While increased back-end capacity reduces the likelihood in Balanced Response and Customer Centric+ options, the overall rating is still High for all options	Develop robust systems and processes to ensure risk is identified and actioned Clear decision-making criteria agreed and recorded Robust demand analysis and adequate resourcing Education for public about purpose of reporting system and internal processes to manage vexatious reports Documented arrangements with NZSIS for discovery
	ECR1: Information silos across reporting systems result in ineffective intelligence management	18. High	18. High	09. Medium	09. Medium	Implementation of the new reporting system increases likelihood of agencies sharing information through relationships and processes, however the technology solution won't have access across agency systems, so risk remains	Create and promote processes where needed Ensure and agree a handover pathway Engage (including considering Service Level Agreements) with agencies outside of partner agencies
Critical Success Factors	ECR5: New reporting system does not meet RCOI intent	20. High	08. Medium	02. Low	02. Low	While Customer Centric option goes some way to meeting the intent of the RCOI recommendation through improved experience for the public, the Balanced Response and Customer Centric+ options meet the intent more closely	Rigorous process to identify choices and options for assessment Proactive release of information to enable transparency around how decisions were made Proactive engagement with government and non-government key stakeholders
	ECR6: Technology delivered does not represent value for money	02. Low	09. Medium	09. Medium	14. High	Risk increases across options as more funding is spent on technology	Develop investment case appropriate to expected demand. Strong project Governance around ICT investment Explore continuous improvement approach (including opportunities to phase the technology solution)
	ECR8: Cannot build and operate system within the funding available	02. Low	05. Low	05. Low	17. High	Assessed as ability to build the new system within available tagged contingency. At time of assessment, risk was high for Customer Centric+ option	Robust process to assess affordability / value Remain fiscally prudent and proportionate throughout the development of the Business Case Explore phased approach to implementation / scalable options Secure contingency budget
	ECR9: Failure to deliver optimal system under this option due to complexity of technology involved	02. Low	05. Low	08. Medium	17. High	Risk increases across options as technology solution becomes more complex, and is highest for Customer Centric+ option as it involves multiple agencies adopting the same technology	Buy technology off-the-shelf rather than building new Engage ICT resources early in planning process
	ECR10: Option not fully delivered due to capacity and capability of agencies	09. Medium	14. High	09. Medium	14. High	'Impact' rating was the same for all options, so overall rating determined by likelihood, which was higher for Customer Centric and Customer Centric+ options	Cross-agency commitment to change – messaging and priorities set at Executive level and shared within all agencies Investment (within funded investment envelope) is prioritised by relevant agencies Use of a trusted system (off-the-shelf)
Raw score (X/200)		97	98	69	97		
Interpolated score (X/10)		4.85	4.9	3.45	4.85		
Final interpolated score		5.15	5.1	6.55	5.15		

Appendix K: Disbenefits

Disbenefit	Comment	Mitigations
Vexatious and malicious overreporting Potential to stigmatise particular communities	Certain communities feel they are targeted in the perceived risk they pose to society Might present with the introduction of the new reporting system Public reporting and OIA requests are likely to be significant drivers Potential privacy concerns around assessment to determine whether there is a potential risk / threat Proportionality is important feature of design / response	Design process should consider how information is handled, e.g.: <ul style="list-style-type: none"><li>clearly articulated decision-making criteria and robust triage processes</li><li>definition for what meets the threshold for internal reporting</li><li>cautious and thoughtful language and terminology</li></ul> Carefully consider data capture fields, e.g.: <ul style="list-style-type: none"><li>record by ideology rather than by community</li><li>consider filtering what is captured</li></ul> Community outreach programmes and ways to provide assurance to communities Well prepared/robust comms plan with prepared narratives to respond to requests for reporting and information
Disproportionate increase in fear resulting from increase in awareness	Similar past experience shows this usually settles over time Communities may feel safer with having somewhere to report	Promote new service appropriately Provide the public with a narrative about the initiation of this initiative (i.e., findings of the RCOI report not a current threat Prepare for mature conversations with the public, e.g. at hui or roadshows