



Tackling Organised Crime

Our Intelligence Led Community Based Approach

Minister's Foreword



The spreading influence of organised crime is one of the biggest law and order issues facing New Zealand.

With huge profits to be made from the sale of methamphetamine and other illegal activities, gangs have evolved into sophisticated criminal networks.

The downstream effects of organised crime – drug-related property crime, corruption and violence – reach deep into our communities. If New Zealanders are to feel safe on their streets and in their homes, these criminals must be stopped.

Putting organised crime out of business is a priority for this Government.

We have given Police the resources and the legislative tools they need to detect and dismantle organised crime networks. We have passed legislation to combat money laundering, punish participation in organised crime and seize illegally obtained assets.

The Criminal Proceeds (Recovery) Act and the new Assets Recovery Unit will spearhead our efforts to deprive organised criminals of the assets.

I welcome the ongoing commitment by Police to counter organised crime and make New Zealand a better, safer place to live.

Hon Judith Collins
Minister of Police

Commissioner's Foreword



Organised crime affects all levels of society, every region of the country and every sector of the economy. Therefore, combating organised crime is all of our responsibility. New Zealand Police has a key role to play but we cannot combat organised crime alone. Partnerships with other domestic and international agencies are critical to our response. So are our partnerships with communities.

Recent years have seen major developments in our efforts to counter organised crime. This includes the establishment of the Organised and Financial Crime Agency New Zealand as a discrete agency within Police, the launch of a Police National Intelligence Centre and key legislative changes.

But there is no time for us to rest on our laurels following these successes. Combating organised crime requires us to continue to adapt to a changing world to stay ahead.

Police's approach to combating organised crime recognises the need for innovation and partnerships. We will achieve this through intelligence driven and community focused policing. This document provides a concise outline of our high level approach. It aligns with our recurring Control Strategies that drive our operations to combat organised crime in all its forms.

Howard Broad
Commissioner of Police

Organised Crime in New Zealand

Today's organised crime networks are agile, innovative, operate across international borders, embrace new technology and continuously exploit new opportunities.

Organised crime in New Zealand is perpetrated both by traditional groups with established hierarchies and fluid criminal networks without rigid structures. Some organised criminal groups operate like sophisticated multi-national businesses. Individuals may also use membership of a criminal gang to facilitate their offending.

Organised crime networks and gangs in New Zealand are involved in:

- illicit drug trafficking, manufacture and distribution
- burglary and vehicle crime
- violence and intimidation
- electronic crime
- identity crime
- financial crime
- environmental crime

How We Combat Organised Crime

New Zealand Police target, disrupt and dismantle organised crime. Our approach is built upon first-class intelligence, targeting key criminal groups and maximising use of legislative powers. We achieve this through:

- a National Organised Crime Control Strategy with concrete actions and clear measures
- a National Intelligence Centre that provides current and comprehensive organised crime intelligence
- hosting of the Organised and Financial Crime Agency NZ
- dedicated District based operational Organised Crime Units
- focused investigations cemented by first-class intelligence
- attacking the profits of crime through targeting of criminal assets
- using technology and covert capability to infiltrate and gather evidence of organised crime

Our Aim

To disrupt and dismantle organised criminality impacting on New Zealand

Our Outcomes

Greater knowledge
of organised
criminality

Safer
communities

Building
partnerships

Effective
interventions and
enforcement

PIERS

The above outcomes will be delivered through the application of PIERS (Prevention, Intelligence, Enforcement, Reassurance and Support):

P revention	Police actions that will prevent and help build an environment hostile to organised criminality
I ntelligence	Police actions that will improve our knowledge and understanding of organised criminality
E nforcement	Deployment of Police resources to directly disrupt and dismantle organised criminality
R eassurance	Police actions that will improve public confidence in our ability to combat organised criminality
S upport	Police actions that will improve non operational contribution to meeting our aims and strategies

Core Values

Combating organised crime is a whole of Police priority - everyone has a role to play

Intelligence Led

New Zealand Police has built a first-class intelligence model to combat and reduce organised crime. The model gathers, analyses and distributes detailed and current criminal intelligence to proactively target and prosecute organised criminals.

Organised Crime entities and individuals will be analysed to ensure those creating harm in the community will be prioritised for targeted responses.

Tasking and Coordination Groups across Areas and Districts will strengthen the police fight against organised crime by coordinating police activities.

Community Focused

New Zealand Police deploy a community focused approach to tackling organised crime.

This involves all of Police, partner agencies, non government organisations and individual citizens. Agencies, organisations and individuals have a key understanding of what is happening in their community. They are critical eyes and ears in the prevention and disruption of organised crime and enhance our intelligence led approach.

By actively listening to local people we develop and implement robust, relevant and effective responses. This ensures public confidence and builds resilience to organised crime.

Community Policing - Intelligence Led - Priority Tasked

Effective action to disrupt and dismantle organised criminality requires logical and informed deployment decisions. We achieve this through our community focused, intelligence led approach.

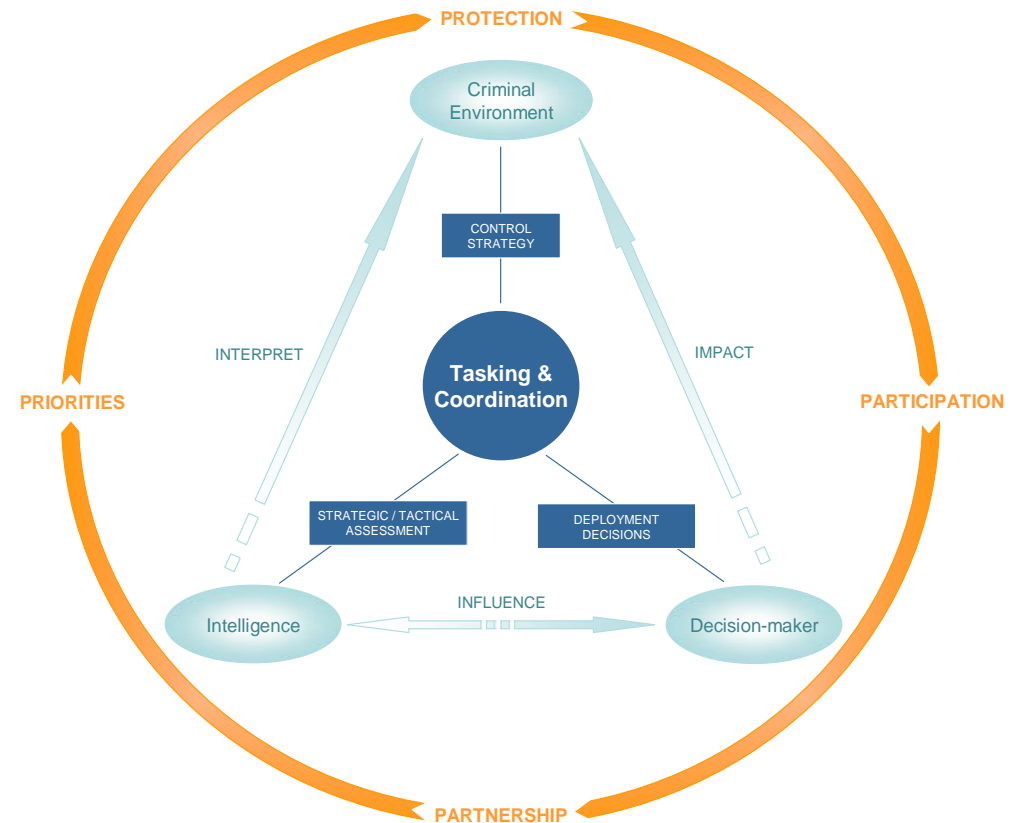


Figure: Community Policing, 3i Model, Tasking and Coordination

Police Organised Crime Control Strategy 2010 - Open Source Summary

Strategic Aim: *To disrupt and dismantle organised criminality impacting on New Zealand*

The **Police Organised Crime Control Strategy (RESTRICTED)** is a practical, action focussed document to direct police efforts against organised crime. It contains concrete activities with clear, achievable measures guided by the PIERS framework of:

Prevention Intelligence Enforcement Reassurance Support

The **Police Organised Crime Control Strategy** was launched in March 2010 and will be updated annually

Outcomes to meet the strategic aim		Summary of activities that will achieve these outcomes
Safer Communities:	Create a community environment hostile to organised crime through awareness, education and engagement	Use Community Policing and new initiatives such as Crimestoppers to ensure that communities' local needs are met. Provide practical information and education to local authorities, non-government organisations and the community.
Knowledge of Organised Criminality:	Develop and maintain a detailed and accurate understanding of organised criminality	Undertake systematic national and district level intelligence collection, analysis and dissemination. Intelligence based investigations; investigative outcomes influencing intelligence.
Effective Interventions:	Ensure informed decision making and effective resource deployment	Use intelligence driven targeting of organised crime and maximise use of new legislative provisions, technology and best practice. Use a whole of Police approach to prevent, intervene and disrupt those involved in organised criminality.
Building Partnerships:	Establish and maintain alliances and partnerships to jointly combat organised criminality	Strengthen partnerships with other law enforcement agencies at local and national level to maximise cross-government action against organised crime. Empower communities and industry to increase their resilience and reduce opportunities for organised crime.

Oversight

The Deputy Commissioner: Operations has responsibility for delivering the Police Organised Crime Control Strategy.

The Police Executive Committee, National Managers, and Service Centre Managers are responsible for aligning their business practices to the Organised Crime Control Strategy.

Key Links

New Zealand Police Statement of Intent

<http://www.police.govt.nz/sites/default/files/documents/POLICE%20SOI%202009-LR.pdf>

New Zealand Police and OFCANZ Websites

Organised Crime

http://www.police.govt.nz/service/cib/organised_crime.html

International Organised Crime

http://www.police.govt.nz/service/cib/international_crime.html

OFCANZ

www.ofcanz.govt.nz

Drugs Strategies

New Zealand Police Illicit Drugs Strategy

http://www.police.govt.nz/resources/2009/NZ_Police_Illicit_Drug_Strategy_2009.pdf

Whole of Government Methamphetamine Action Plan

<http://www.ndp.govt.nz/moh.nsf/indexcm/ndp-publications-methamphetamineactionplan/>

Other New Zealand Police Resources

Financial Crime

<http://www.police.govt.nz/service/financial/index.html>

e-Crime

<http://www.police.govt.nz/resources/2007/e-crime-strategy/index.html>