

## The Operation of the NPOIU

### The National Intelligence Model

The National Intelligence Model (NIM) is the core business model for policing. The NIM process has been adopted by the NPOIU in relation to Assets, Information Sources, Information and Intelligence recording, research development and analysis, intelligence products and strategic and tactical tasking and coordinating.

### Strategic Assessment

The Strategic Assessment, alongside the Intelligence Matrix, drives the business of the Strategic tasking and co-ordination group (ST&CG), identifying and monitoring the progression of long-term issues in domestic extremism, and assists in setting the Control Strategy. The strategic assessment is a review of intelligence within each desk area and looks ahead to identify emerging patterns and trends.

A strategic assessment is created to drive the business of the ST&CG, assist and support business planning and resource allocation, assist the formation of a control strategy that will identify prevention, intelligence and enforcement priorities and define the intelligence requirement.

### NCDE Control Strategy

The current NCDE Control Strategy was introduced in June 2010. It prioritises the areas that are assessed to present the most threat in terms of criminality and public order issues relating to domestic extremism. This strategy is produced every twelve months and reviewed at every six month period in between to ensure it remains focussed and relevant.

### NPOIU Group Matrix

The NPOIU Matrix drives the core business of NCDE. This was developed by the NPOIU in early 2006. This consists of groups, themes or individuals scored against set questions. The Matrix consists of 8 questions, which can be used to score a group, theme, event or individual. This nominal process is under review to more accurately focus on the threat of criminality posed by an individual.

Within the NPOIU there are a number of business areas conducted by a desk, which consists of an analyst, desk officer, researcher and an indexer. The analysts working with the other members of the desks provide detailed intelligence products relating to groups, subjects or themes. These are then entered in to the Matrix which consists of a scoring system to assess the threat posed by the group. Regular Matrix review meetings are held when groups will be re-assessed, removed or added.

### **Strategic Tasking and Co-ordination Group (ST&CG)**

The NCDE or deputy assumes the role of chair, with the primary purpose of providing leadership at meetings. The Strategic Process is at the heart of long term planning of policing business and the chair of ST&CG will therefore ensure that it becomes the focus of their own activity.

The ST&CG process provides managers with a decision-making mechanism with which to manage the Units business strategically. Proactive leadership is an essential requirement in the ST&CG process. Management decisions must be based on a full understanding of the problems faced and enables managers to prioritise the deployment of resources at their disposal. Tasking and co-ordination is vital to the NIM process.

### **Roles within the NPOIU**

The Detective Superintendent NPOIU is the tasking and co-ordination actions manager and acts with the authority of the Chair to ensure the smooth running of the NIM process. This is a key role for ensuring that the co-ordination of tasking remains consistent between each meeting. The main role for this person is to ensure that those to whom the action has been allocated carry out the ST&CG tasking.

Resource owners are managers who have the ability to commit resources to a problem. This would be the manager of each department within NCDE. It is important that all managers who have the ability to commit resources attend the ST&CG, as this will allow the chair of the meeting to make informed and accurate tasking decisions.

The attendance of the finance manager or designated representative is necessary to the tasking and co-ordination process at the strategic level. It is, therefore, essential that business support services are involved in the decision making at that meeting.

The purpose of the tasking and co-ordination process is to use intelligence to direct the allocation of resources; this naturally has financial implications. Financial support is necessary to ensure there is appropriate funding of an adequate intelligence capability, operational resources available to task, and investment in enhancing capability for the future.

Personnel management is a key factor in delivering NIM successfully. The tasking and coordination process depends on adequate human resource levels within the intelligence and tactical capabilities. This is necessary to ensure the development of intelligence tasking and tactical resolutions. The emphasis is not only on staffing levels but also on skills, staff development and issues such as abstraction and absence.

The Detective Inspector NPOIU is the intelligence manager and has responsibility for the management of the intelligence unit. Intelligence managers have many responsibilities regarding NIM, some of which are specific to tasking and co-ordination.

The function of the NPOIU Senior Analyst is to manage review, and present the strategic assessment and Intelligence Matrix for the meeting. Their role will be to Liaise with the intelligence manager to determine suitable analysis products

from the strategic desk. In the absence of the Senior Analyst the Strategic Analyst will present the report.

The Strategic Analyst will take the lead for the Strategic Assessment. The function of the analyst is to collect, review and interpret a range of information in order to make inferences and describe why a situation has, or might, occur. They will also attend the meeting. The analyst analyses intelligence, incidents, future events for intelligence products and, together with subject specialists, makes recommendations. Recommendations need to be **SMART**, Specific, measurable, achievable, relevant and time related.

The NPOIU analysts will collate and analyse the Intelligence in each of the desk sections.

The production of the strategic assessment is a collaborative process and engages a range of staff across all 3 units as well as partners of each unit. This will allow relevant recommendations to be made for the control strategy. The Senior Analyst NPOIU will manage the production of the document and the Strategic Analyst NPOIU will compile it.

### **Tactical Tasking and Co-ordination Group (TT&CG)**

The tactical assessment drives the business of the tactical tasking and co-ordination group (TT&CG), identifying and monitoring the progression of the shorter-term issues in the Unit, in accordance with the control strategy (the NPOIU Matrix). The tactical assessment is a review of intelligence within each desk area. It also identifies emerging patterns and trends.

### **Daily Management Meetings**

NPOIU Staff working on the focus desks hold daily desk meetings. These meetings enable the desk supervision to provide relevant information to the Daily Management Meeting. The Daily Management meetings are held to deal with matters requiring immediate attention and to ensure that actions raised at the TTCG meetings are being progressed.

### **Collation of overt intelligence**

The NPOIU collates overt intelligence received in a number of ways, from police forces, partner agencies, open source intelligence and from the NPOIU Public Order Policing Section (POPS). This intelligence is collated and retained in accordance with MOPI for one or more policing purpose; protecting life and property, preserving order, preventing the commission of offences bringing offenders to justice, any duty or responsibility arising from common or statute law.

### **Open Source monitoring**

The UK has a long history of civil disobedience at the core of its democratic process, from the Suffragettes to the Climate movement. These movements were started by a group of individuals with a common purpose and a will to meet and discuss their concerns and enlighten the public to their cause. They were contained by limitations, from geography to funding, numbers and publicity. With all the aforementioned limitations being debilitating to the campaigns they proved helpful to deal with the public order issues arising from protests.

Whilst previous generations required a degree of commitment to a cause; with a group of like minded individuals with the skills, free time, resources, funds and willingness to be arrested, for the greater good to highlight to society via the media their campaign, this is now no longer the case.

Anyone young or old, local or international can now simply launch a campaign by way of the various mediums and watch as the viral effect takes place, generating the necessary awareness and media coverage. The requirement for meetings and a hierarchy is now almost obsolete; all it takes is for enough people to become aware of your campaign and for enough of their friends to agree to attend or become involved.

The following is an example of how the NPOIU collate and disseminate open source intelligence.

A member of staff at the NPOIU was researching open source, when they became aware that a member of the public was monitoring PM David Cameron on a train which was due to arrive at a London Railway Station. This person, using a social networking site, arranged for several other people to attend the station with a view to confronting Mr. Cameron. This information was disseminated to the Metropolitan Police Service Specialist Protection and to British Transport Police who directed officers to the station thereby Preserving Order and Preventing the Commission of Offences.

### **Public Order Policing Section**

The NPOIU Public Order Policing Section (POPS) team do not deploy into a Police Service area unless that deployment has been agreed by them in the first instance. Normally this would involve a written request asking for the assistance of the team and this should be noted in the policy log set up by that Police Service covering the event. Upon receipt of such a request, it will be entered into the POPS deployments log. In urgent cases, the request may be a verbal from the relevant Police Service.

Authority would then be sought from POPS line management for the deployment and ratified by the NCDE TTCG where appropriate. This will allow for proportionality, the availability of resources and competing deployments to be assessed and, where necessary, prioritised according to intelligence.

Once authority has been given then it is expected that the use of these resources should be included within any force operational order which has been prepared for that event. This is the responsibility of the requesting Police Service. Authority for the use of optical recording equipment should also be included within the policy log where agreed.

Ultimately, for the purpose of the operation, POPS would be a resource under the command of Silver (or designated Bronze) and will be working towards the aims and objectives set by them for that event. These aims and objectives will take precedence over any pre event deployment agreement as circumstances dictate.

Any product recorded or gathered would remain the property of that Police Service in whose area it was gathered. This product may be used to assist future prosecutions and/or operations on a National or International basis as agreed by NCDE.

**THIS SECTION HAS BEEN INTENTIONALLY LEFT BLANK**

**THESE PAGES HAVE BEEN INTENTIONALLY LEFT  
BLANK**



**THIS SECTION HAS BEEN INTENTIONALLY LEFT BLANK**

**Security Measures**

The majority of information held within the police service contains personal or sensitive data and therefore requires a level of protective marking covered by the Government Protective Marking Scheme (GPMS). Intelligence received and retained by the NPOIU is handled by staff vetted to the appropriate level for handling protectively marked material.

Physical security at the NPOIU complies with standards contained within the Manual of Protective Security. Intelligence held by the NPOIU is retained on a Security Operating Procedures (SyOps) approved database which has automated scheduled reviews and triggered reviews of intelligence in line with Management of Police Information (MOPI).

The Information Technology (IT) systems within the NPOIU are administered and maintained by a dedicated IT Administrator who is security vetted. A centrally administered system policy is in place that includes complex passwords when logging onto the system and locking of workstations after a pre-determined time of inactivity. Access restrictions apply to various zones in the office which is controlled by a chip and pin door entry system.