

Engagement and Hate Crime Unit Anti-Terrorism & Security Group



Hate Crime Standard Operating Procedures

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Document Summary

This purpose of this document is to provide the key standard operating procedures for members of the Hate Crime Team. The Standard Operating Procedures outlined in this document are essential for all Hate Crime Team members and include procedures on the Team's core products and services. They are designed to assist in the achievement of the Team's Objectives, as outlined in the Team Charter and Concept of Operations.

These procedures should be read in addition to the Engagement and Hate Crime Unit core administrative SOPs, which cover general procedures relating to security, command management framework, assets and resources, on call duties, information sources and documentation.

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Under Review

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1. Background

The Hate Crime portfolio which is overseen by the Engagement and Hate Crime Unit, Anti-Terrorism and Intelligence Group conducts the monitoring and analysis of hate crimes and bias motivated incidents occurring in NSW. The Hate Crimes portfolio aims to lead, provide support and advise the NSW Police Force's response to hate motivated crime through a focus on community engagement, improving data capture, the proactive targeting of individuals and groups of concern and to implement internal and external training sessions.

Hate or bias motivation relates to any incident where an individual, group or organization has been targeted for their actual or perceived:

- Religion
- Ethnic/National Origin (e.g. Chinese, Samoan, Italian)
- Race
- Sex/Gender
- LGBTIQ status
- Disability Status, and/or
- Political Motivation

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2. Definitions

Hate or Bias Motivation

Hate or Bias motivation relates to a criminal offence or incident committed against persons, associates of persons, property or society that is motivated, in whole or in part, by an offender's bias against an individual's or group's actual or perceived; race, religion, ethnic/national origin, disability status, LGBTIQ status, sex/gender, political beliefs or affiliation.

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Race: A group of persons who possess common physical characteristics (e.g. skin colour, facial features, hair type) genetically transmitted by descent and heredity that distinguish them as a distinct division of humankind. The NSW Police Force classifies Race within the following categories:

- Caucasian
- Asian
- Middle Eastern/Mediterranean
- African
- Aboriginal
- South American
- Indian/Pakistani, and
- Pacific Islander

Ethnic/National Origin: A group of persons of the same race or national origins who share common characteristics, languages, customs, history, or traditions, or a minority group or nationality group that is part of a larger community (e.g. Tongan/Samoan/Maori or South Sudanese/North Sudanese).

Religion: A belief or non-belief system regarding the origin and purpose of the universe and the existence or non-existence of a supreme being (e.g. Catholicism, Judaism, Protestants, Islam or Atheists).

LGBTIQ Status: Relates to a person's sexual attraction towards persons of the same sex or persons of a different sex (e.g. gay, lesbian, bi-sexual or heterosexual) and a person's gender identity regardless of that individuals designated sex at birth (e.g. Transgender) in regard to their self-image, appearance and behavior, such as hair styling, clothing or mannerisms (e.g cross dressing).

Sex/Gender: The physical status of an individual being male, female or another gender (e.g intersex – having physical, hormonal or genetic features that are neither wholly female nor wholly male or a combination of both).

Disability Status: The status of a person either having a disability or not having a disability, which involves:

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- Total or partial loss of a person's bodily or mental functions or of a part of a person's body, or
- The presence in a person's body of organisms causing or capable of causing disease or illness, or
- The malfunction, malformation or disfigurement of a part of a person's body, or
- A disorder or malfunction that results in a person learning differently from a person without the disorder or malfunction, or
- A disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgement or that results in disturbed behaviour¹.

Political Motivation or Affiliation:

Hate Classifications

Incidents reported to the NSW Police Force which are flagged as 'Hate Crime Involvement' and monitored by the Engagement and Hate Crime Unit are assessed as the following:

Hate Crime (HC) – Sufficient evidence exists to prove beyond a reasonable doubt the offender/s actions were motivated either wholly or partially by hatred or bias towards a protected category.

Suspected Hate Crime (SHC) – Insufficient evidence exists to prove the offender/s actions were motivated either wholly or partially by hatred or bias beyond a reasonable doubt, but there are reasonable grounds to suggest the incident may have been wholly or partially hate or bias motivated against a protected category.

Hate Incident (HI) – Sufficient evidence exists to show that the incident was hate or bias motivated but is not a criminal offence.

Not a Hate Crime (NHC) – A review of all evidence shows that there is no evidence that the incident was either wholly or partially motivated by hatred or bias towards a protected category.

Insufficient Information (II) – At the time of review, there is a lack of information or the information presented is unclear as to whether an offender/s were wholly or partially motivated by hatred or bias.

3. Relevant Legislation

On 21st June 2018, the NSW Parliament passed the Crimes Amendment (Publicly Threatening and Inciting Violence) Bill which strengthened the NSW Police Force response to combating bias motivated crime with the creation of 93Z of the NSW Crimes Act, which legislates the offence of 'Publicly threatening or inciting violence towards another person on the grounds of race, religion, sexual orientation, gender identity, or intersex or HIV/AIDS status' which carries the penalty of 100 penalty

¹ Section 4 of the Anti-Discrimination Act 1977 (NSW)

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units or imprisonment for 3 years (or both), with the approval of the Director of Public Prosecutions (DPP).

The Engagement and Hate Crime Unit will provide advice to investigating officers regarding incidents which have been flagged as 'Hate Crime Involvement' with an offender or offenders identified and assessed as suitable for consideration to be charged under the new legislation.

Section 93Z of the NSW Crimes Act (1900) – *'Offence of publicly threatening or inciting violence towards another person on the grounds of race, religion, sexual orientation, gender identity, or intersex or HIV/AIDS status'*

- (1) A person who, by a public act, intentionally or recklessly threatens or incites violence towards another person or a group or persons on any of the following grounds is guilty of an offence:
 - (a) The race of the other person or one or more of the members of the group,
 - (b) That the other person has, or one or more of the members of the group have, a specific religious belief or affiliation,
 - (c) The sexual orientation of the other person or one or more of the members of the group,
 - (d) The gender identity of the other person or one or more of the members of the group,
 - (e) That the other person is, or one or more of the members of the group are, of intersex status,
 - (f) That the other person has, or one or more of the members of the group have, HIV or AIDS.

The maximum penalty for this offence is:

- (a) In the case of an individual – 100 penalty units or imprisonment for 3 years (or both), Or
 - (b) In the case of a corporation – 500 penalty units.
- (2) In determining whether an alleged offender has committed an offence against this section, it is irrelevant whether the alleged offender's assumptions or beliefs about an attribute of another person or a member of a group or person's referred to in subsection (1) (a) – (f) were correct or incorrect at the time that the offence is alleged to have been committed.
 - (3) In determining whether an alleged offender has committed an offence against this section of intentionally or recklessly inciting violence, it is irrelevant whether or not, in response to the alleged offender's public act, any person formed a state of mind or carried out an act of violence.
 - (4) A prosecution for an offence against this section is not to be commenced without the approval of the Director of Public Prosecutions.
 - (5) In this section:

"gender identity" means the gender related identity, appearance or mannerisms or other gender related characteristics of a person (whether by way of medical intervention or not), with or without regard to the person's designated sex at birth.

"intersex status" means the status of having physical, hormonal or genetic features that are:

 - (a) Neither wholly female nor wholly male, or
 - (b) A combination of female and male, or
 - (c) Neither female nor male.

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“public act” includes:

- (a) Any form of communication (including speaking, writing, displaying notices, playing of recorded material, broadcasting and communicating through social media and other electronic methods) to the public, and
- (b) Any conduct (including actions and gestures and the wearing or displaying of clothing, signs, flags, emblems and insignia) observable by the public, and
- (c) The distribution or dissemination of any matter to the public.

For the avoidance of doubt, an act may be a public act even if it occurs on private land.

“race” includes colour, nationality, descent and ethnic, ethno-religious or national origin.

“religious belief or affiliation” means holding or not holding a religious belief or view.

“sexual orientation” means a person’s sexual orientation towards:

- (a) Persons of the same sex, or
- (b) Persons of a different sex, or
- (c) Persons of the same sex and persons of a different sex.

“violence” includes violent conduct and

“violence towards a person or a group of persons” includes violence towards property of the person or a member of the group, respectively.

4. Products and Reports

Weekly Synopsis

Monthly Engagement and Hate Crime Unit CT Command Report

Monthly Hate Crime Statistics Report

Quarterly DCOP Briefing

State Counter Terrorism Committee – Security Briefing (As required)

WHS Quarterly Reports

5. Assessment Process

Describe the SOP for this product or service.

6. Position Roles and Responsibilities

Intelligence Analyst 3/4

Role Overview

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The 3/4 Intelligence Analyst makes informed assessments and predictions regarding hate crime matters, to support decision making through a variety of tasks involving tactical intelligence functions to strategic reporting on threats and challenges within the hate crime and counter-terrorism space.

Key Accountabilities/Tasks:

- Contribute to the production of written intelligence products to inform and support tactical, operational and strategic decision making.
- Develop and maintain effective professional relationships with key internal stakeholders.
- Assist with intelligence briefings, presentations and meetings to influence decision making and inform stakeholders.
- Contribute to the collection, identification and assessment of information to produce intelligence products.
- Develop knowledge of the intelligence cycle and be able to apply it to hate crime issues faced by the NSW Police Force.
- Liaise with other members of the Anti-Terrorism and Intelligence Group and contribute to the overall NSW Police Force intelligence network.
- Assist in the analysis of information to identify emerging hate crime trends and issues for the development of intelligence reporting.
- Ensure the timely collection and dissemination of accurate information and intelligence in a high-volume work area with competing priorities.
- Apply research and analytical skills, considering all relevant information sources to meet the project needs and outcomes.
- Effectively maintain NSW Police Force intelligence systems, maintain an awareness of relevant crime trends and emerging issues to assist in the management of information and creation of intelligence products.

Intelligence Analyst 5/6

Role Overview

The Senior Intelligence Analyst applies expertise in making hate crime assessments and predictions to support decision making through a variety of tasks from tactical intelligence functions to strategic reporting on threats and challenges within the hate crime and counter-terrorism space.

Key Accountabilities/Tasks:

- Produce accurate intelligence products to inform and support tactical, operational and strategic decision making within the Hate Crime Team.
- Establish and maintain effective professional relationships with key internal stakeholders.
- Conduct, attend or assist with verbal intelligence briefings, presentations and meetings to influence decision making and inform a range of stakeholders.
- Collect, identify and assess sources of information to produce intelligence products for the Engagement and Hate Crime Unit.
- Maintain sound knowledge and understanding of the intelligence cycle and apply it to hate crime issues faced by the NSW Police Force.

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- Identify stakeholder requirements, prioritise own workload and manage allocated portfolios to meet agreed timeframes and outcomes.
- Assist the Intelligence Coordinator in the development of intelligence process and advice to meet organizational objectives.
- Ensure the timely collection and dissemination of accurate information and intelligence in a high-volume work area with competing priorities.
- Apply effective research and analytical skills to consider all relevant information sources to meet the project needs and outcomes.
- Maintain sound knowledge and understanding of relevant legislation, policies, best practice, emerging crime trends, investigative techniques and capabilities to inform critical decision making.

7/8 Intelligence Coordinator

Role Overview

The 7/8 Intelligence Coordinator role was recommended to be implemented as an additionally funded position due to the dynamic nature of the intelligence role required by the Engagement and Hate Crime Unit, the requirement to provide high level advice and recommendations to senior management and external stakeholders and provision to have strong communication skills for written reports, presentations, forums and discussion panels. The Intelligence Coordinator leads the Hate Crime Team's Intelligence cell and provides expertise to ensure the provision of hate crime assessments, tactical intelligence products and strategic reporting to support decision making, identification of threats and current trends within the hate crime and counter-terrorism space.

Key Accountabilities/Tasks:

- Plan, implement and supervise the creation of written intelligence products which inform and support tactical, operational and strategic decision making.
- Develop, foster and maintain effective relationships with key internal and external stakeholders by representing the Engagement and Hate Crime Unit at high level meetings, panels and forums outlining the NSW Police Force response to hate crime.
- Work closely with the Hate Crime Coordinator, Engagement Team Leader and Engagement and Hate Crime Unit Manager to provide operational and strategic advice to the Anti-Terrorism and Intelligence Group Commander and Corporate Sponsors.
- Coordinate and lead intelligence briefings, presentations and provision of advice to inform key stakeholders, community representative groups, victim advocacy organisations and support providers for individuals or groups affected by hate motivated crimes.
- Maintain in-depth knowledge and understanding of the intelligence cycle, the ability to apply it to issues faced by the NSW Police Force and assist other intelligence staff, clients and stakeholders to understand their roles and responsibilities within the cycle.
- Identify and negotiate stakeholder requirements, prioritise own workload and that of the team, manage allocated portfolios and projects to meet agreed timeframes and outcomes.

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- Assist in the development of intelligence products, counter terrorism operations and identity staff training requirements and team member development opportunities.
- Support, assess and manage effective research and analytical systems, processed and projects to ensure the timely dissemination of pertinent information and intelligence products to meet client needs.
- Foster and build a collaborative team environment and endeavor to maintain an appropriately skilled, productive and diverse team.
- Maintain contemporary knowledge of relevant legislation and policies, best practice, issues relating to intelligence, hate crime trends and emerging issues, investigative techniques and capabilities.
- Coordinate system enhancements, ongoing analysis of internal operations regarding client compliance and liaison with interstate and federal law enforcement/intelligence agencies for investigations and deconfliction of targets.
- Assessment of incidents reported for 93Z suitability to support Fixed Persons Investigations Unit investigations/operations or provide advice to PACs/PDs.
- Creation and dissemination of monthly statistics reports into hate crime, collation of weekly synopsis activities, quarterly CT reports and other required interagency briefings/high level reports.
- Intelligence Assessment development into the activities of Hate Groups within NSW including the management of social media handles and review of intelligence products created by the Intelligence Analyst to respond to requests for advice and support investigations (e.g. POI and ORG profiles).
- Lead research projects into XRW movements, awareness indicators in terms of groups recruitment and escalation towards violent extremist ideology for use by the NSW Police Force and approved State Government departments.
- Liaise and support requests from academic institutions regarding research projects and critical analysis into prevalence of hate crime in NSW and determining appropriate strategies to effectively investigate hate crimes.
- Support 93Z awareness and education package delivery to community groups in NSW and assist Legal Aid in determining law enforcement requirements for simultaneous roll out.
- Conduct risk assessments of new Engagement and Support Program/Tier 1 and Tier 2 clients and related jobs to ensure officer safety and provide pertinent information to staff through intelligence briefings.

7/8 Project Coordinator

Role Overview

The 7/8 Project Coordinator role's key accountabilities are to support the roll out of the NSW Police Force 93Z education package, Youth Engagement Program facilitation, to assist with Engagement and Support Program (ESP)/Tier 1 and Tier 2 client management and to update and review Engagement and Hate Crime Unit policies and procedure documents.

Key Accountabilities/Tasks:

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- Creation of internal training initiatives including the Commissioners Directive package, Nemesis messaging, information products for internal use and external distribution, reporting standards guides, to conduct verbal presentations and support the work conducted by Legal Aid in developing the 93Z community awareness package.
- Conduct presentations to community groups and the NSW police Force highlighting the role of first responders and reporting procedures for hate crimes and 93Z offences.
- Liaise with relevant NSW and Federal Government agencies to build positive working relationships with key community members and influential groups in championing community awareness of hate crimes and increase the reporting of incidents to police.
- Plan and coordinate youth engagement program events and community forums to bridge any gaps between police and identified youths vulnerable to radicalization and violent extremism.
- Support the Intelligence Coordinator in updating the Engagement and Hate Crime Unit SOP's, training aids, policies and products to distribute internally.
- Identify and facilitate training initiatives for Engagement and Hate Crime Unit staff to maintain knowledge of current hate crime trends, issues affecting vulnerable communities within NSW, to meet community engagement expectations and develop officer capacity to support ongoing CT investigations.
- Assist in research projects into XRW groups, international politically motivated violence affecting NSW communities, terrorist/extremist recruitment activities and analysis of individuals or groups associated with radicalizing vulnerable persons and their influence in promoting or condoning violence.
- Support the Engagement and Hate Crime Unit Commander, Intelligence Coordinator, Hate Crime Coordinator and Team Leaders with operational and administrative activities.

Hate Crime Coordinator Sergeant

Role Overview

Describe the SOP for this product or service

Key Accountabilities/Tasks:

7. Unit Chart

Describe the SOP for this product or service

8. Internal Training

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93Z – Internal messaging and education program for awareness of NSW Police Force personnel regarding the offence of ‘Publicly threatening or inciting violence on grounds of race, religion, sexual orientation, gender identity or intersex or HIV/AIDS status.’

Aim: The aim of the project is to formalize the internal NSW Police Force messaging regarding the enacting, reporting and investigating of the newly passed 93Z legislation. The project seeks to create a range of educational tools and facilitate educational packages to assist NSW Police Force officers charging offenders with the legislation following on from analysis by the Engagement and Hate Crimes Unit, with brief preparation assistance from the Fixed Persons Investigations Unit and/or Terrorism Intelligence Unit.

Objectives: The objective of the project is to implement a strategic education package for the NSW Police Force in line with the community awareness program funded by the Office of Community Safety and Cohesion and facilitated by Legal Aid. Both programs are envisioned to be released simultaneously to streamline the messaging to affected communities, law enforcement and other supporting agencies to ensure incidents are reported and appropriately investigated.

Strategic Intent: The education project intends to assist in the accurate reporting and sound investigation of bias motivated offences with consideration of utilizing the 93Z legislation when deemed appropriate by the Officer in Charge or the Engagement and Hate Crime Unit. The implementation of education programs will improve the capture of bias motivated crime data by the NSW Police Force and ensure recorded incidents are assessed by the Engagement and Hate Crime Unit to assist intelligence gathering capabilities conducted by the Counter Terrorism and Special Tactics Command and support the investigation of targets involved in the threatening or incitement of violence on the grounds of race, religion, sexual orientation, gender identity or intersex or HIV/AIDS status. The coordination of both the NSW Police Force and Legal Aid programs will ensure support services are available to victims, timely advice is disseminated to affected PAC's/PD's and promote strong community engagement is maintained through victim follow-up, apprehension of offenders, liaison with community leaders and the monitoring of active hate groups.

Background: The 93Z project is required as a NSW Police Force educational strategy for all employees who liaise with community members, record bias motivated incidents and investigate offences to foster a culture of identifying individuals/groups of concern to reduce and combat bias motivated CRIME. The approval of the Office of Community Safety and Cohesion funding to Legal Aid to provide external information and guidance to community leaders and organisation's in relation to the legislation has prompted the Anti-Terrorism and Intelligence Group Commander to request a project plan to be developed, detailing the NSW Police Force response to educating personnel regarding the 93Z offence.

Risks: The potential risks which may be encountered during the production process involves completing the project within the negotiated time frames and the occurrence of conflicting priorities in relation to responding to bias motivated crime requests for advice and support. Internal delays for the approval of further positions to be funded including an Intelligence Coordinator 7/8 and Project Officer 5/6, may hinder the ability of the Engagement and Hate Crime Unit to provide high level advice and recommendations to senior management and external stakeholders. Also, the impact of the availability

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of officers to dedicate specific time to produce course content and create educational products, delays in receiving external information requests and the accessibility of resources required to complete tasks may impede the delivery of the education project.

Stakeholders

Internal Stakeholders

- Anti-Terrorism and Intelligence Group - Commander
- Engagement and Hate Crime Unit - Commander, Hate Crime Coordinator and Team Leader
- Capability Development - Team Leader
- Terrorism Intelligence Unit - Commander
- Fixated Persons Investigations Unit - Commander
- Police Prosecutions Command, Operational Legal Advice – Manager
- Education and Training – Commander
- Learning Innovation Team, Director
- Public Affairs – Commander
- Media Unit - Manager
- Corporate Communications – Manager

External Stakeholders

- Officer of Community Safety and Cohesion
- Legal Aid
- NSW Justice Department
- Multicultural NSW
- COMPACT Alliance

Consultation:

9. Hate Group Monitoring

Describe the SOP for this product or service

10. Issue Motivated Event Monitoring

Describe the SOP for this product or service

11. 2020 – 2021 Strategy

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Hate Crime Planning:

The following is a basic list of the primary work functions of the Hate Crime component of the Engagement & Hate Crime Unit.

Primary Work Functions:

- Intelligence:
 - Analyse (Risk-Assess) Hate Crime-specific Intelligence material and disseminate assessments to relevant Law Enforcement units.
 - Create and maintain repositories of Hate Crime-related intelligence content.
 - Contribute to relevant government Hate Crime-related working groups.
- Engagement:
 - Identify and engage with vulnerable groups.
 - Identify and engage with individuals of concern.
- Education & Research:
 - Create Hate Crime-related law enforcement education products.
 - Direct Internal messaging relating to relevant Hate Crime legislation (i.e. 93Z).
 - Contribute to external (partner agencies) awareness programs relating to relevant Hate Crime legislation (i.e. 93Z).
 - Conduct Hate Crime-specific and other Terrorism / Counter Terrorism-related research projects.
- Advisory Services:
 - Operate in a Hate Crime advisory (Subject Matter Expert) capacity for all of NSW Police and other relevant partner agencies.

The following is an essential list of source documents required to be completed in the development of the Hate Crime component of the Engagement & Hate Crime Unit.

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Source Documents:

- Organisation Unit Description / Overview:
 - Identify the function & operating parameters of the Hate Crime component of the Engagement & Hate Crime Unit.
- Position Overviews / Position Descriptions:
 - Hate Crime Coordinator.
 - Hate Crime Intelligence Coordinator.
 - Hate Crime Project Officer.
 - Hate Crime Intelligence Officer.
- Strategic Vision Items:
 - Crime Reduction.
 - Engagements.
 - Networking.
 - Police Education / Legislation Awareness.
 - Research.
 - Unit Promotion.
- Standard Operating Procedures:
 - Intelligence Assessments & Processing.
 - Community Engagements.
 - Education Program Development.
 - Research Proposals and Planning.
- Miscellaneous:
 - Memorandums Of Understanding (Law Enforcement, Academic. Media etc).
 - Induction Package.

The following is list of proposed communication networks to be created that would be of value in the development of the Hate Crime component of the Engagement & Hate Crime Unit.

Communication Networks:

- Law Enforcement & Intelligence Agency (National).

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- Law Enforcement & Intelligence Agency (International).
- Academic.
- Media.

The following is list of mechanisms that could all be explored to promote the objectives and value of the Hate Crime component of the Engagement & Hate Crime Unit.

Unit Promotion Program:

- Intranet / Internet spaces.
- Journal Publications (based on Hate-Crime Research Project material).
- Strategic Community Relationships.
- Hate Crime-related conference / forum attendance.

Proposed Commencement / Completion Dates:

Item	Commencement / Completion Date
Source Documents: Organisation Unit Description / Overview	Completion: June 2020
Source Documents: Position Overviews / Position Descriptions	Completion: June 2020
Source Documents: Strategic Vision Items	Completion: June 2020
Source Documents: Standard Operating Procedures	Completion: June 2020
Source Documents: Miscellaneous (Memorandums Of Understanding)	Commencement: June 2020
Source Documents: Miscellaneous (Induction Package)	Commencement: June 2020
Communication Network: Law Enforcement & Intelligence Agency (National)	Commencement: July 2020
Communication Network: Law Enforcement & Intelligence Agency (International)	Commencement: July 2020
Communication Network: Academic	Commencement: July 2020
Communication Network: Media	Commencement: July 2020
Unit Promotion: NSWPF Intranet Page	Commencement: July 2020
Unit Promotion: Journal Publications	TBD
Unit Promotion: Strategic Community Relationships	TBD

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Unit Promotion: Attending Hate Crime-Related Conferences / Forums

TBD

Hate Crime Portfolio – Role, Responsibilities & Future Direction

What are we trying to do?	What is our future direction?	What resources are required?
<p>Our Role</p> <p>To lead, provide support and advise the NSW Police Force response to hate or bias motivated crime.</p>	<p>What is our vision?</p> <ul style="list-style-type: none"> • Combat & reduce bias motivated crime • Prevent public order incidents • Building community rapport & trust 	<p>Staff</p> <ul style="list-style-type: none"> • Hate Crime Coordinator– Sergeant • Intelligence Coordinator – 7/8 • Project Officer – 5/6 • Intelligence Analyst – 3/4
<p>2020 – 2021 Approach</p> <ol style="list-style-type: none"> 1. Improve hate crime data capture Ensuring all bias motivated incidents are recorded, assessed and disseminated 2. Implement education & support service Provide advice to affected PAC's, investigation support and information sessions 3. Build community engagement Reach out to victims, offenders, vulnerable community leaders & active groups 4. Proactive targeting Foster a culture of identifying and monitoring individuals/groups of concern to reduce bias motivated crime 5. Stakeholder Management Champion a team image approach that promotes open lines of inter-agency communication & information sharing 	<p>What are our strategies?</p> <ul style="list-style-type: none"> • Strengthen liaison with community representatives, religious leaders, key organisations & support groups • Creation of intelligence products to risk assess bias crime perpetrators, groups & hot spot locations • Build engagement with individuals/groups of concern to reduce threats to public safety, offer diversion plans & ensure compliance with responding police • Conduct internal operational and media briefings • Provide hate crime/93Z education seminars & feedback regarding the creation of records on COPs • HCU attendance at key events, demonstrations, religious celebrations & community days to promote rapport • Engage in environmental scanning via open source platforms to build a holistic view of local/global bias incidents • Schedule regular meetings with stakeholders & relevant agencies • Anticipate inability to engage with all groups & strategize alternative measures 	<p>Physical Resources</p> <ul style="list-style-type: none"> • Mobile phone devices • Laptops • Samsung tablets (with Mobipol) • Motor vehicle <p>Access</p> <ul style="list-style-type: none"> • NSWPF systems • Open source intelligence tools • Relevant subscription services • ACID/ALIEN <p>Further resources required</p> <ul style="list-style-type: none"> • Recruit staff into additional and vacant positions • Enrolment on internal training courses • Motor vehicle • Funding for 93Z education package roll out and associated costs • SOP's and guidelines

12. Appendix