

Budget sensitive

In Confidence

Office of the Minister of Police

## **Investing in additional Police numbers**

### **Proposal**

- 1 This paper seeks agreement in-principle to increase the number of sworn constabulary Police, and essential frontline support staff, in order to meet a sworn officer to population ratio of 1:500. This investment will enable Police to respond to the growing and changing demand on their services.

### **Executive Summary**

- 2 Police is experiencing a growing demand in traditional areas of policing, as well as facing an increase in demand from new and emerging areas. New Zealand's increasing population has seen increases in police to population ratio from 1:517 in 2015 to 1:526 as of June 2016, and is expected to increase to 1:529 by June 2017.
- 3 Police has achieved significant efficiency and effectiveness gains in recent years to help cope with increasing demand. The efficiencies gained have been reinvested in response to increasing demand for Police services, and to continue servicing a growing population. For example, investment in technology has resulted in more than 520,000 hours of productivity savings (freed-up Police time) per annum. These efficiency gains have now been fully absorbed in responding to increasing demand.
- 4 Counties Manukau district had an investment of an additional 300 police officers between December 2008 and December 2010. This was an investment approach that focused on addressing the drivers and causes of crime. The district achieved a reduction in crime, and reductions in prosecutions.
- 5 Additional investment in police numbers is sought to enable the level of policing to meet the new and emerging demand areas and population growth.
- 6 A supporting set of A3s is attached to this paper.

### **Background**

- 7 In our 2008 Election Policies, the Government committed to bringing the ratio of police to population to 1:500 and maintaining that level over time. The closest the ratio got to being met was at the end of the recruitment drive in 2009 with a ratio of 1:504. New Zealand's increasing population in the last decade now sees us with a current ratio of 1:526. In addition to population growth, there has also been an increase in the type and complexity of demand for policing services since 2009.
- 8 The increase in sworn constabulary officer numbers presented in this paper is based on current Statistics New Zealand median population projections (updated in 2014).

- 9 Using the current (2014) official population projections, population increases will see a ratio of sworn police to population of 1:529 in June 2017 and 1:532 in June 2018<sup>1</sup> if there is no increase from the current 8907 Police sworn numbers.
- 10 More recent analysis shows that these 2014 projections have underestimated the current New Zealand population, primarily due to higher than expected growth in recent immigration.
- 11 It is expected that population estimates will be updated in October 2016 and this could result in higher population projections that could impact on expected ratios.

#### **Demand for Police services continues to grow**

- 12 New Zealand's population has grown year on year and there are record tourist numbers. However the increase in demand is greater than and outstrips population growth.
- 13 Existing pressures on Police include a growing demand in core areas of frontline Police business. For example:
  - Family violence incidents attended by Police have increased 55% since 2009, now tracking at over 110,000 a year
  - Mental health incidents, including attempted suicide, have increased 51% since 2009 (to over 25,000 incidents) with a typical incident taking 5.5 hours of officer time to resolve
  - Calls for service from the public have increased 34% since 2009
  - Burglaries have increased by 13% in the past year
  - Overall crime, which was previously tracking down, has been increasing since the end of 2014. The victimisation rate (all offence types) increased by 3.1% in 2015/16 on the year before<sup>2</sup>
  - Following global trends, Police has observed a recent significant increase in the supply of methamphetamine by organised crime groups. Methamphetamine seizures from January to June 2016 of 637.8kg and 954 incidents were recorded, compared with 176.9 kg and 678 incidents recorded in January to June 2015.
- 14 Child Protection and Adult Sexual Assault investigations is an area of demand that has grown in past years and is complex, requiring specialist skill and intensive resourcing. As at 8 August 2016, 446 cases were awaiting member assignment (noting high priority cases are assigned immediately). This level of unassigned cases has been consistent in the last two years.
- 15 In addition to the growing demand in traditional areas of policing, there are a number of new and emerging areas of demand that will provide an increasing challenge to Police. The key areas are:

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<sup>1</sup> Based on the Statistics NZ 2014 official population projections the police to population ratio will be 1:534 by December 2018 and will grow to 1:541 by June 2020.

<sup>2</sup> The burglary and victimisation trends are only available for the most recent year, as the available data set commenced in 2014.

- section 9(2)(f)(iv)

Section 9(2)(f)(iv) Official Information Act 1982
  - Under the Criminal Proceeds (Recovery) Act 2009 Police established Asset Recovery Units (ARUs) to identify and seize assets that resulted from criminal activity. To date, ARUs have restrained over \$386m in assets and more than \$91m in assets have been forfeited. For every \$1 that the ARU spends, it returns \$4 in forfeitures, resulting in a return to the Proceeds of Crime Fund of \$2.14 with the remaining \$1.86 going to third parties and other government funds. International estimates indicate that less than 1% of illicit money flows are disrupted. There is clearly significant unmet demand and scope for disruption of criminal networks on a large scale.
  - Development of online crime reporting and a single non-emergency number – making Police more accessible is likely to generate additional calls for service from 2018.
  - Child Sex Offender Register – maintenance of the register requires both registry staff and field officers. Police has previously been funded for the registry staff however the field staff required to monitor all individuals on the register will be allocated from other activities. Further to this, the demand for field staff will increase as the number of offenders on the registry increases over time.
  - Police vetting has increased by 53% since 2011 and will continue to increase as the requirements for the Vulnerable Children Act take effect. For example, Police are now required to safety check children's workers in all central and local government funded agencies every 3 years.
  - National security and counter terrorism – the demands of specific operations; increased preventative and other supporting efforts; and increased leadership capacity for Police to fulfil obligations to interagency activities. National security and counter terrorism incidents are resource intensive and mean that officers are reprioritised directly from organised crime work.
  - Cyber-crime and online offending is a rapidly growing area of unmet demand. Currently New Zealand Police has only a limited capacity to respond to this category of crime.
  - Potential additional requirements under the Investing in Children programme of work, and Family Violence Legislation Review.
- 16 The service demand pressures are not felt equally across the twelve Police Districts. There are a number of Police Districts where frontline staff are under considerably more pressure than others. Police has a model where, over time, staff will be allocated to where demand, not simply population, dictates.
- 17 It should also be noted that some demand types have increased more than the population has increased. For instance, the national victimisation rate which is population adjusted has increased by 3.3% between 2014/15 and 2015/16.



18 Section 9(2)(f)(iv) Official Information Act 1982

19 A supporting set of A3s is attached to this paper showing: Demand trends (page 1 and 2); International comparisons (page 3); and Resourcing (page 4).

Section 9(2)(f)(iv) Official Information Act 1982

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#### **What Police has already done – Efficiency and Effectiveness**

23 Police has made significant productivity gains to enable Police to cope with the increasing demand experienced over the past five years. Critical to delivering these productivity gains has been the Prevention First operating model and Police's focus on mobility delivered through Policing Excellence and the commitment to the Policing Excellence: the Future programme.

#### *Policing Excellence 2009-2014*

24 This transformation programme made fundamental changes to policing in New Zealand, including:

- The Prevention First operating model, which focuses on addressing the drivers and causes of crime, supported by problem-solving tools and timely intelligence.
- A new deployment model, designed to deliver increased accessibility to communities, generated an estimated 220,000 hours savings per year for re-investment into prevention.
- Police restructured a number of support functions to better support the frontline and generate efficiencies. With no increase to the number of sworn staff there has been an increase in frontline FTEs and a net decrease in frontline support and back office FTEs since 2011.

*Policing Excellence the Future (PEtF)*

- 25 Policing Excellence: the Future began in 2015 and has resulted in Police developing a deeper understanding of its business than ever before. It has identified further opportunities for both potential savings and investment in order to continue to deliver under the Government's Better Public Services programme, and to prevent crime and road trauma across New Zealand.
- 26 The PEtF programme oversees work streams designed to boost Police capability in evidence-based policing, improve and develop the Police service delivery model, develop family harm reduction initiatives, and implement the Police High Performance Framework (PHPF).
- 27 **Section 9(2)(f)(iv) Official Information Act 1982**  
Police are also seeking to improve access to services and increase visibility through initiatives such as online crime reporting, centralised telephony services, and further cross-agency programmes. However there is a possibility these initiatives may also increase demand.
- 28 Police is also continuing to look for opportunities with its property footprint to share resources in becoming "more street than station", but needs to carefully balance public expectations regarding police station visibility and access.
- 29 PEtF will direct the delivery of back, frontline support and frontline functions to key priorities, with phased implementation, scaled to available funding.

*Technology-enabled front-line*

- 30 Police has, and continues to make extensive use of innovation and technology to meet many of its challenges. In particular, Police's mobility programme has revolutionised the way Police work, enabling them to be more visible, efficient and effective than ever before. Police's investment in technology has provided major efficiency and productivity gains which have been reinvested in frontline services. For example:
- Mobility roll-out of smart phones and tablets to more than 9000 staff: approximately 30 minutes of officer time per shift was gained, generating an estimated 520,000 hours per year for re-investment into prevention.
  - New mobile policing solutions are driving greater effectiveness in utilising and sharing data to impact on the real-time crime environment (e.g. the OnDuty road policing application will significantly improve the impact, timeliness and quality of hundreds of thousands of annual road side interactions).
  - Staff have gained access to a modern, portable, centrally supported computer set-up that allows them to do their work without being tied to a particular location. This is helping the organisation meet increasing demand, become more efficient, improve service delivery, and maintain high levels of trust and confidence.
  - Opening of a Mobility Innovation Lab in Wellington. Led by Police's mobility partner Vodafone, supported by Police, this facility brings together global and local technology partners to find solutions to the problems faced by police services here and around the world. It will also be open to other Government agencies and public and private sector groups, bringing benefits across many areas of our society.

- 31 Police has funded all investment in mobile technology through baseline, and in doing so has created a platform to continue innovation into the future.

*Four year plan and Budget 2016*

- 32 Through the Four Year Plan process and Budget 2016, Police received \$299.2 million of new funding to cover wage pressures, the implementation of the Child Sex Offender Register, goAML costs associated with the enactment of the Organised Crime and Anti-Corruption Bill, and operating costs for the multiagency Christchurch Justice and Emergency Services Precinct.
- 33 However, as noted above, the efficiencies gained over this period have now been fully reinvested in response to increasing demand for Police services, and continuing to service a growing population.
- 34 As productivity improvements and increases in demand discussed above have been fully absorbed Police must now respond to demand through triaging and prioritising.
- 35 Continuing to manage demand through triaging and reprioritising could ultimately lead to reductions in response times, resolution rates and increases in backlogs in investigation cases.

**How does New Zealand compare with international jurisdictions?**

- 36 By comparison to similar international police agencies, the numbers of Police officers to the size of population in New Zealand is modest. This comparison is based on police jurisdictions operating within a country that is a similar size to New Zealand or that are policing a similar sized population. These jurisdictions also operate a policing model similar to that of New Zealand, based upon similar policing culture and legal systems.

<b>Policing Jurisdiction</b>	<b>Population per sworn officer<sup>3</sup> 2015 ratios</b>
New Zealand	517
British Columbia, Canada	537
New South Wales, Australia	455
England and Wales	449
Queensland, Australia	436
Victoria, Australia	401
Scotland	306

- 37 Unlike New Zealand with one police agency, most of these jurisdictions have other agencies undertaking policing activities such as national intelligence, cyber-crime, and

<sup>3</sup> All the countries, except New Zealand, have additional federal policing capability which would improve the ratios given.



counter terrorism, for example the Australian Federal Police. That resource is not accounted for in these ratios, and would increase the gap between New Zealand and comparable jurisdictions' police to population ratios.

- 38 These other jurisdictions also use non-sworn employees to support sworn staff. New Zealand Police currently has a lesser proportion of non-sworn to constabulary staff than a model based on maximum cost effectiveness would dictate, and is less than many similar international jurisdictions in Canada, Scotland, England and Wales.

Police Jurisdiction	Non-sworn employees to total staff
Australian States (not including crime commission)	22%
New Zealand	25%
Scotland	28%
British Columbia	29%
England and Wales	39%

## Investment Approach

### *Police has an Evidence-based Policing approach*

- 39 A core pillar of the Policing Excellence the Future change programme is about developing and embedding an evidence-based capability and culture within Police. Police is supportive of and committed to the investment approach, which is consistent with and complementary to the Prevention First operating model that Police adopted in December 2011.
- 40 Building on recent Police investment in new, richer, crime information sources this initiative will significantly expand the use of Police and justice sector data to enable all staff to routinely apply crime prevention tactics based on a clear understanding of 'best evidence'.
- 41 Working in an innovative way with local partners (including the best the New Zealand University system has to offer), applying outputs from the justice and social sector investment approach, and maximising the use of mobile and 'online' technology, will enable Police to develop the end-to-end data infrastructure required to create a fully functioning Evidence Based Policing (EBP) capability.
- 42 Rapid data-mining across multiple systems including social media, predictive analytics, and the creation of an 'evidence-enabled intelligence system', will permit Police to develop deeper, more timely insights into crime prevention (and wider policing) problems. An EBP capability across the justice and social sectors will significantly improve the allocation of resources to emerging problems, maximise the impact of Police tactics and help Police stay ahead of new and complex crime types.

### **Police's role in the social sector is important and increasing**

- 43 Police's involvement and relationships are extending more and more into the social sector. These relationships are driven not only by Police's functions but also by the Government's priority to deliver a high performing public sector. Police's work with social sector agencies enables police and partners to:
- Identify vulnerable or high-risk groups
  - Invest up-front to support people most at risk of poor outcomes later on in life
  - Get greater input from outside the public sector in analysis, innovation and service provision
  - Work with local organisations to commission services within communities
  - Establish new citizen-centred services that cut across existing departmental service channels
  - Interact with each household through a single trusted relationship.
- 44 Police, as the first contact point for vulnerable and high risk population cohorts, is a strong supporter of the Social Investment approach. Through effective identification and referral from Police incidents there is greater opportunity for early intervention and return on investment.

#### *Police is active on the ground doing social sector interventions*

- 45 Police is committed to effective, evidence-based social interventions in partnership with other agencies and organisations in a way that works from a holistic, long-term perspective.
- 46 Police is the only government agency that is fully available 24/7 throughout the country, and is one of the few agencies whose staff routinely go into the homes of the most vulnerable. Police officers are critical players in bringing solutions for the most at risk individuals and families.
- 47 Police's role in the social sector is demonstrated by Police's involvement, at local leadership level, in place-based social investment initiatives in Northland, South Auckland and Gisborne, as well as Integrated Safety Response family violence pilots in Christchurch and Waikato and all Children's Teams.

### **Investment proposal for increased numbers**

- 48 I propose an increase in police officers to achieve a police to population ratio of 1:500.

#### *The case for non-sworn employees*

- 49 Alongside an increase in police constable numbers, this paper proposes an increase in non-sworn police employees. These non-sworn employees are not for back-office roles, but are skilled employees essential to policing activities to respond to increased demand and maintain service and response levels as well as public confidence.



- 50 Non-sworn staff are essential to carry out frontline policing efficiently and effectively. Without new investment it will inevitably lead to sworn officers being drawn into non-frontline roles, either as permanent appointments, or temporarily assigned to support functions.
- 51 There is acknowledgement across Policing jurisdictions that traditional Police deployment models require increasing support from non-sworn positions to meet changing technology, demand and crime types. A number of operationally-focused functions within Police are crucial to law enforcement, but do not require constabulary powers. These include communications centre call takers and dispatchers, intelligence analysts, and forensic accountants.
- 52 Police is committed to increasingly supporting a 'more street than station' approach to Policing, and directing resources to the front line. With this principle in mind, these 'front-line support' positions are usually filled by non-constabulary staff, as constabulary powers are not required for the positions, and non-sworn employees have the skills and training required for the positions.
- 53 Constabulary staff cost 42% more than non-sworn staff. This is based on total costs including personnel, operating, vehicle, recruiting and depreciation/capital charge costs.
- 54 New Zealand Police currently has a lesser proportion of non-sworn to constabulary staff than many other leading police jurisdictions, and models of optimum cost effectiveness would dictate. In part, this is a legacy of prior Cabinet-level investment decisions. Notably, when Police numbers were last increased by 600 officers, a concurrent proposal for supporting non-sworn staff, intended to maximise the value of extra investment in frontline constables, did not advance. In order to maintain the new authorised level of 8907 sworn officers, Police subsequently worked to find efficiency savings, including through further reductions in non-sworn support.
- 55 The combined effect has been to distort Police's overall staffing profile, moving it in the opposite direction to the 'mixed economy' workforce model which is internationally acknowledged to provide the best platform from which to deliver cost effective and efficient policing services. As a consequence, the organisation has become somewhat mis-shapen; with a number of constabulary staff filling roles which, while important, could equally be filled by skilled, less expensive non-sworn staff; and simultaneously this has reduced the number of constabulary staff able to be deployed to frontline roles.
- 56 Placing constabulary staff in a range of positions is healthy for ensuring officers and future leaders have a good understanding across the business. However, current levels are higher than would be preferred. This means that investment in non-sworn positions to fill these roles and support further constabulary numbers constitute the best return on investment from a financial perspective.
- 57 Under Policing Excellence the Future, around 200 positions have been identified where constabulary officers could be replaced by non-sworn staff and released back to front line positions, such as case management positions.
- 58 Police will look for opportunities to use any additional employees in districts to release existing officers to the frontline. New frontline support employees will fill specialist and support roles to meet demand in areas including: Communications Centres; gangs and organised crime; cyber and financial crime; family violence; and online reporting.

*How many new staff are sought, and by when?*

- 59 Police can always do more with more resources but this needs to be balanced with affordability. Achieving a police to population ratio of 1:500 would enable police to respond to the demand pressures and meet community policing needs across areas of increased population. This ratio is consistent with the 2009 levels, but is a considerably higher ratio than similar jurisdictions in Australia and the United Kingdom. A higher ratio can be justified in New Zealand, at current and projected demand levels, given Police's more advanced technology, efficiency gains through Policing Excellence, and the advantages of being a single, national police service.
- 60 A 1:500 ratio would bring Police to a level last in place in 2009 and is in line with our 2008 manifesto commitment.
- 61 **Option 1** – 612 fully sworn police constables and 150 non-sworn employees, in place by December 2018. This will deliver a 1:500 ratio to meet the December 2018 projected population.
- Option 2** – 738 fully sworn police constables and 180 non-sworn employees, in place by June 2020. This will deliver a 1:500 ratio to meet the 2020 projected population.
- 62 The non-sworn employee ratio is based on current front and middle non-sworn numbers as a ratio to sworn, noting that back office staff (such as Police National Headquarters corporate staff) are excluded from the ratio.
- 63 This paper seeks an in-principle decision for additional police numbers, to be followed by a Budget 2017 bid. Following an in-principle decision Police would immediately commence planning for the recruitment and training for the additional staff. The first of the additional recruits would enter the Police College from July 2017, enabled through the Budget 17 funding.

*Better staff allocation*

- 64 Police propose to allocate staff in the most appropriate way depending on the nature of the problem. Staff will go to locations most under pressure. Some of the demand is tackled through specialist resources which are best managed centrally, e.g. asset recovery teams and communications centres. Other demand is better managed at a local level in conjunction with communities.
- 65 Recognising districts have different demand pressures and crime demographics and geographic constraints, Police has a resourcing model that takes into account a number of factors to underpin regional deployment decisions. Section 9(2)(f)(iv) Official Information Act 1982

*Collective Employment Agreement implications*

- 66 Police's current employment relations approach includes a simplified modern employment agreement through improved trust with staff, and re-balancing the relationship staff have with the Association, in the bargaining context. This has the intent of delivering collective agreements that are affordable, sustainable and aligned to a professional, modern and mobile workforce.
- 67 The proposed staff increases will align to this approach.



## The benefits of additional police numbers

68 Additional police numbers is an investment which will bring more resources to support communities in traditional policing activities, and target resources for emerging demand. Increasing Police numbers will see Police more visible in their communities, with better response times to calls for service, and better resolution of crimes. This will increase the likelihood of meeting BPS targets, and specifically will:

- Reduce harmful crime, e.g. burglary, violence
- Improve agencies' responses to family violence
- Increase trust and confidence in Police
- Increase the resolution rate for volume crime, e.g. burglary and car theft
- Increase the responsiveness to priority calls
- Increase benefits to other agencies' priorities, including protection of children and national security
- Reduce impact of gangs, serious and organised crime activity
- Increase police efforts in high risk and vulnerable communities
- Ensure rural regions and communities are well served
- Enable better deployment and use of tactics through an evidence-based approach.

## Impact on justice sector pipeline

69 The impact of this proposal on the justice sector pipeline is expected to be modest in terms of an increase in volume.

70 Through the Policing Excellence transformation programme Police generated more frontline officer time. This did not translate into a volume increase of people being charged, in fact it reduced the numbers entering into the justice sector pipeline, in particular through alternative resolutions, alongside a reduction in crime.

71 The Prevention First strategy leads to less crime being committed and therefore fewer charges.

72 A relevant example of the justice sector pipeline impacts of additional police numbers is the experience in Counties Manukau. That police district had an additional 300 police officers come on stream between December 2008 and December 2010. Prosecutions for total crime, and prosecutions for more serious crime<sup>4</sup>, did not increase following that significant addition of constabulary staff.

73 The injection of additional staff into Counties Manukau District enabled the district to tackle demand without increasing prosecutions. These staff were deployed according to the

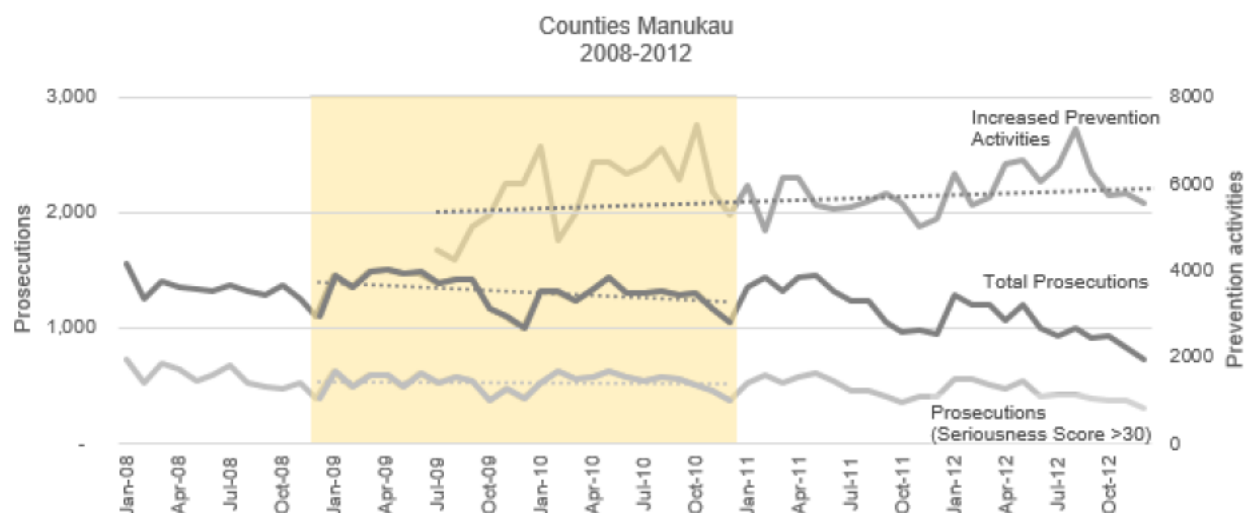
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<sup>4</sup> Measured by offence types where the average outcome is a custodial sentence of one month or more.



Prevention First operating strategy which focusses on addressing the drivers and causes of crime.

- 74 Prevention and response activities increased for example foot patrols, road check points, vehicle stops and drunks taken to detox/home which can be seen in the chart below<sup>5</sup>.



- 75 Nonetheless it is likely that more high end criminals, such as organised crime offenders, will be arrested and dealt with through the criminal justice system. This will be good for the community.

### Consultation

- 76 No departmental consultation has taken place. DPMC and Treasury have been informed.

### Financial Implications

- 77 The costs for the two options are broken down into three components: one-off costs; recurring costs; and capital requirements.
- 78 *One-off costs* are all those items that get issued to new recruits upon entry into the Police College. This includes all the tactical equipment, such as firearms and tasers.
- 79 *Recurring costs* are those ongoing operating costs associated with an FTE, including: personnel related costs; operating costs driven by having more sworn staff; and depreciation and capital charge associated with increased capital requirements such as cars and mobile police stations.
- 80 *Capital requirements* are costs for the increased vehicles required to align to the 'more street than station' strategy.

<sup>5</sup> This data is from the 'Monthly Statistical Indicators' which were introduced in 2010. These indicators compared volumes of preventative activities undertaken in the latest month with the same month the previous year. So, the earliest data in the series relates to months in 2009.

**Option One:**

- 81 This will deliver 612 fully sworn constabulary employees and 150 non-sworn employees, by December 2018.
- 82 Funding will be sought in Budget 2017 for \$73.602m for 2017/18, \$111.175m for 2018/19, \$98.862m for 2019/20, and \$97.715m for 2020/21 and outyears.

	2017/18 \$m	2018/19 \$m	2019/20 \$m	2020/21 \$m
Recurring Costs	54.325	99.988	98.048	97.715
One-Off Costs	10.177	5.601	0.352	-
<b>TOTAL OPERATING</b>	<b>64.502</b>	<b>105.589</b>	<b>98.400</b>	<b>97.715</b>
Current Police Appropriation	1,614.520	1,610.225	1,611.243	1,611.243
<b>Revised Appropriation</b>	<b>1,679.022</b>	<b>1,715.814</b>	<b>1,709.643</b>	<b>1,708.958</b>
<b>Capital Costs</b>	<b>9.100</b>	<b>5.586</b>	<b>0.462</b>	<b>-</b>
<b>Total funding sought</b>	<b>73.602</b>	<b>111.175</b>	<b>98.862</b>	<b>97.715</b>

Note: CEA agreements are included in FY17/18, as these are now ratified. The out years do not reflect future CEA increases pending future CEA negotiations.

**Option Two:**

- 83 This will deliver 738 fully sworn constabulary employees and 180 non-sworn employees, by June 2020.
- 84 Funding will be sought in Budget 2017 for \$73.675m for 2017/18, \$115.598m for 2018/19, \$118.764m for 2019/20, and \$118.534m for 2020/21 and outyears.

	2017/18 \$m	2018/19 \$m	2019/20 \$m	2020/21 \$m
Recurring Costs	54.398	103.822	115.344	117.778
One-Off Costs	10.177	5.980	1.824	0.336
<b>TOTAL OPERATING</b>	<b>64.575</b>	<b>109.802</b>	<b>117.168</b>	<b>118.114</b>
Current Police Appropriation	1,614.520	1,610.225	1,611.243	1,611.243
<b>Revised Appropriation</b>	<b>1,679.095</b>	<b>1,720.027</b>	<b>1,728.411</b>	<b>1,729.357</b>
<b>Capital Costs</b>	<b>9.100</b>	<b>5.796</b>	<b>1.596</b>	<b>0.420</b>
<b>Total funding sought</b>	<b>73.675</b>	<b>115.598</b>	<b>118.764</b>	<b>118.534</b>

Note: CEA agreements are included in FY17/18, as these are now ratified. The out years do not reflect future CEA increases pending future CEA negotiations.

## Human Rights

85 This paper has no human rights implications.

## Legislative Implications

86 This paper has no legislative implications.

## Regulatory Impact Analysis

87 A regulatory impact analysis is not required for this paper.

## Gender Implications

88 This paper has no specific gender implications although it should be noted that Police will continue to focus on gender balance through its recruitment process.

## Disability Perspective

89 This paper has no specific implications for the disability sector.

## Publicity

90 Public announcements will be managed in consultation with the Prime Minister's Office and senior Cabinet colleagues.

## Recommendations

The Minister of Police recommends that Cabinet:

- 1 **Note** that Police has a growing demand in traditional areas of policing, and in new and emerging areas
- 2 **Note** that in our 2008 Election Policies, the Government committed to bringing the ratio of police to population to 1:500 and maintaining that level over time and that New Zealand's increasing population now sees a police to population ratio of 1:526
- 3 **Note** that Police has achieved significant efficiency and effectiveness gains in recent years to help cope with increasing demand, and that the efficiencies gained have now been fully reinvested responding to increasing demand for Police services, and continuing to service a growing population
- 4 **Agree** in principle to increase police numbers

### **EITHER**

- 4.1 612 fully sworn police constables and 150 non-sworn employees, in place by December 2018

### **OR**

- 4.2 738 fully sworn police constables and 180 non-sworn employees, in place by June 2020



**Note** that a Budget 2017 bid will be submitted for funding for these agreed additional staff, and the associated operational costs.

Authorised for lodgement

Hon Judith Collins  
Minister of Police

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