



AIDE MEMOIRE FOR MINISTER OF POLICE

Subject	Cabinet Committee on State Sector Reform and Expenditure 14 December 2016 – <i>Investing in Police</i> Talking Points		
Date	12 December 2016	Ref	BR/16/329
Priority	<input type="checkbox"/> Urgent <input checked="" type="checkbox"/> Non-urgent		

Recommendations:

The recommendations are that the Minister of Police:

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| (a) | note that you are taking the Cabinet paper <i>Investing in Police</i> to the Cabinet Committee on State Sector Reform and Expenditure (SEC) on 14 December 2016 | Yes/No |
| (b) | note that this aide memoire provides you with talking points and a summary of the proposed package of initiatives to support you at SEC | Yes/No |
| (c) | note that the Commissioner of Police and Mark Evans, DCE Strategy, will be available at SEC to support you if required. | Yes/No |

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Mark Evans
Deputy Chief Executive, Strategy

/ /2016

Minister's comments:

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Hon Judith Collins
Minister of Police

Date

/ /2016

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Cabinet Committee on State Sector Reform and Expenditure 14 December 2016 – *Investing in Police* Talking Points

Purpose

1. This aide memoire provides talking points to support the discussion of your Cabinet paper *Investing in Police* at the Cabinet Committee on State Sector Reform and Expenditure on 14 December 2016.
2. The appendix to this aide memoire summarises the initiatives and their benefits, as contained in the Cabinet paper.
3. Also included are a number of potential questions and suggested answers.

Talking Points

Why invest in Police at this time?

- Criminal offending across New Zealand fell significantly from 2009 – 2014. This coincided with both 600 extra Police following the 2008 election and the introduction of the *Policing Excellence* change programme and Police's *Prevention First* operating model.
- Excellent results, improved trust and confidence, and significant productivity gains were made under *Policing Excellence* and *Prevention First*.
- A particular focus on developing and utilising mobility enabled officers to spend more time on the beat in communities, and this resulted in the equivalent of an extra 354 frontline officers in time savings.
- The productivity gains over the past five years has enabled the successful delivery of policing services with static staffing numbers and increasing overall demand. However, these gains have now been fully reinvested.
- Demand on Police time, and calls for Police service have increased significantly.
 - Calls for family violence-related events increased more than 50% since 2009 to more than 110,000 annually.
 - The national burglary rate in the 12-month period to June 2016 increased by 11.9 per cent to almost 150,000.
 - Mental health incidents, including attempted suicide, have increased 51% since 2009 (to over 25,000 incidents a year) with a typical incident taking up to 5.5 hours of officer time to resolve.
- Police numbers have remained relatively stable since 2011. At the same time, the Police environment has become increasingly complex, particularly in dealing with family violence, child protection, adult sexual assault, organised crime and mental health.
- Police is also placing more emphasis, and spending significantly more time, on supporting victims of crime.

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- Continuing to manage demand through increased triaging and reprioritising could ultimately lead to reductions in Police service and trust and confidence.

What is being sought and what benefits will result?

(Detail of the individual initiatives and likely benefits are attached at appendix A)

- Police is now seeking further investment to address increasing demand, drive down crime, and build on the excellent gains made through Policing Excellence.
- The package includes funding for 1165 extra constabulary and 295 non-sworn employees to deliver a series of high impact initiatives built around the following outcomes:
 - Addressing the increasing volume and complexity of current and future demand for service
 - Investing in regional and rural policing
 - Policing our largest, most diverse and fastest growing city
 - Delivering 24/7, connected and accessible services
- The 'Policing 2020' package represents the largest investment ever made in Police, with the goal of New Zealand becoming the world's safest country.
- Police has developed a series of initiatives which take into account changes in population and demographics, Police's service delivery, and changes in Police demand. Implemented together, these initiatives will form a comprehensive approach that will further transform police in New Zealand.
- This investment is about more than just constabulary numbers. It is about making sure Police have what it needs to deter, disrupt and contain offending and ensure New Zealanders are safe, and feel safe.
- As a package, these initiatives will ensure Police is more visible, accessible and responsive to the public. It will help Police maintain law and order, prevent harm and victimisation, bring offenders to justice, and provide rehabilitation opportunities to prevent reoffending to help make New Zealand the world's safest country.

What are the potential pipeline impacts?

- The relationship between Police numbers and proceedings is not linear, i.e. there is not a one-to-one relationship between increased Police activity and impacts on the pipeline. In fact, when 300 extra Police came into Counties Manakau from 2009 – 2011, prosecutions went down for both serious and total offences.
- Additional pipeline impacts are expected to be focused on priority areas such as gangs and the supply of methamphetamine, and tackling home burglary.
- Police, the Department of Corrections and Ministry of Justice acknowledge there is significant uncertainty around the cost impacts of investment in Police on the

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justice sector pipeline. Any model for estimating impacts is inevitably subject to a number of uncertainties, assumptions and factors both within and outside the justice sector.

- It should be noted that the modelling excluded any potential impacts that extra Police staff may have on reducing crime rates and preventing serious offending, or indeed, the success that the Government's social investment approach may have on reducing offending – particularly 18-24 year olds – by the time these numbers come online.
- Given the recruitment track will take four full years to complete, the full benefits and impacts of Police activity will not be felt until after the end of year four (the end of 2020/21).
- For the wider pipeline, and Corrections especially, the full impacts of Police investment on prison beds will be deferred out further, as more complex cases take some time to reach sentencing conclusion and impact on bed numbers.

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

- The gradual increase in pipeline impacts over six years provides the opportunity to monitor these pressures over time and to prepare for the impact.

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

Police performance targets

- Police has developed a small number of key targets to galvanise, focus and align the organisation at every level and help drive performance following new investment, to help make New Zealand the world's safest country.
- Police refer to these as their *ultimate targets*, to be supported by a number of operational *performance indicators* that will be closely and regularly monitored for progress.
- The *ultimate targets* proposed by Police are:
 - 10% reduction in serious crime
 - 25% reduction in repeat Māori offending
 - 90% public trust and confidence in Police
 - repeat offenders and those at-risk of offending represents a real opportunity.

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- *Performance indicators* proposed by Police are still being fully developed but are likely to include:
 - 40% increase in home burglary resolution rates
 - at least 95% of all home burglaries attended
 - at least 90% of 111 emergency calls answered within 10 seconds.
- Police is also developing a new metric to measure a targeted improvement in frontline Police response times. This will be subject to consultation with the justice sector.
- Police is happy to continue to working with Justice Sector agencies to monitor and report on improvements in other KPIs.

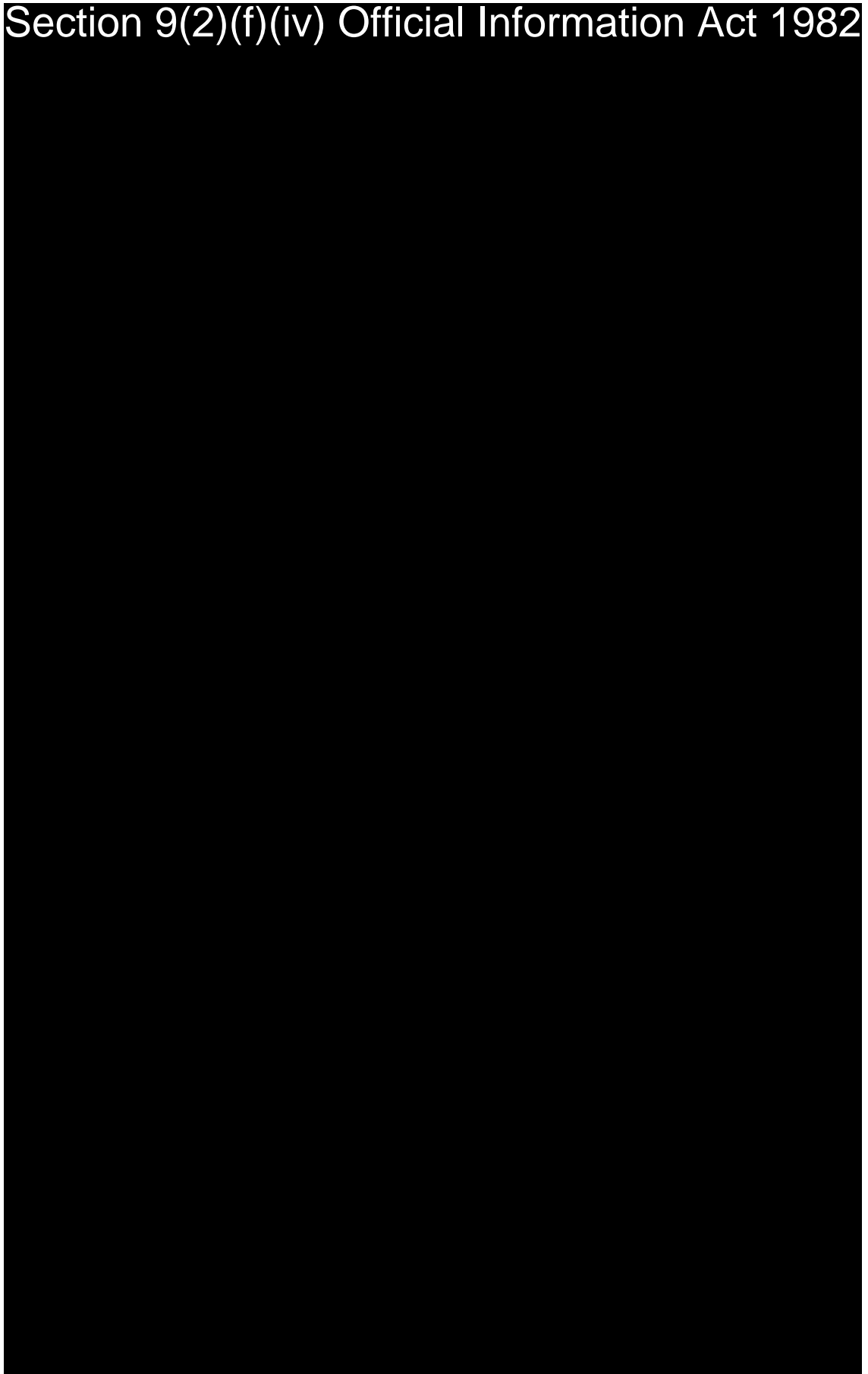
Response to Treasury's Comment

- Police will align the investment to the new BPS targets as they are developed.
- Police will monitor the rollout of the new staff and will look to improve overall performance in preventing, containing and reducing crime.
- There will be a particular focus on pipeline impacts and collaboration opportunities.

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



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



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

Prepared by:	Section 9(2)(a) Official Information Act 1982	
Reviewed by:	Mark Evans	Section 9(2)(a) Official Information Act 1982

Appendix – Initiatives and Benefits

<i>Initiative</i>	<i>Public Benefits</i>
200 extra Police to strengthen frontline emergency response (This incorporates the bulk of the 66 family violence FTE recently agreed and funded by Cabinet)	<ul style="list-style-type: none"> • improved response to calls for service • prevent crime and harm through a strong response to family violence and mental health calls • reduced harm from quicker scene attendance • higher rates of offender identification • increased public confidence and feelings of safety
300 extra Police for Tactical Crime Teams to focus on preventing youth offending and crimes that affect most people (e.g. burglary, theft)	<ul style="list-style-type: none"> • prevent youth crime through more proactive interventions with young offenders • higher resolution rates for priority crimes (eg burglary) • higher service levels for victims of burglary/theft • extra opportunities to work with repeat offenders to reduce further reoffending • improved prosecution case file quality (fewer Court delays) • meet public expectation that offenders brought to justice
100 extra prevention-focused Police to reduce family and community harm – including through multi-agency efforts	<ul style="list-style-type: none"> • preventative approach to reduce family violence, child abuse and neglect • continue to develop evidence-based interventions with other agencies and partners • support an investment approach to addressing complex social issues • provide high risk families with targeted support • break the cycle of intergenerational family dysfunction
100 extra Police to make up Organised Crime Taskforces to target organised crime, gangs and methamphetamine (addressing both demand and supply)	<ul style="list-style-type: none"> • focus on the most serious offenders to prevent harm • reduce impact of gangs on our communities • work in partnership with community and health services • work with international partners to tackle drug importation and other transnational crime • reduce social harm from drugs such as methamphetamine • support the Methamphetamine Action Plan and Ministerial Gangs Action Plan
100 extra investigators for serious crime including child abuse and sexual assault	<ul style="list-style-type: none"> • clear the backlog of unassigned child protection cases • prevent and combat serious offending • better manage serious crime caseloads, ie sexual assault

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25 extra Police (constabulary) and 45 non-sworn skilled specialists to support national security and counter online criminal offending	<ul style="list-style-type: none"> • keep ahead of serious offending with online component, such as online child exploitation, organised crime, and threats to national security • increase resilience within at-risk communities • stronger approach to counter terrorism investigations
140 extra Police for regional stations, enabling more stations to move from 'business hours' activity to 24/7 Police response	<ul style="list-style-type: none"> • improved response for regional/rural calls for service • turn 15-20 regional stations to 24/7 capability (result in 95% of NZers living within 25km of a 24/7 Police base) • better service levels for regional communities
Includes up to 40 Police (of the 140 extra officers for regional policing initiative above) to establish a Rural Duties Officer Network	<ul style="list-style-type: none"> • build stronger relationships with rural communities • ensure a dedicated Police resource focused on understanding and addressing the issues facing rural communities • supporting more isolated rural communities
200 additional Police to meet Auckland's growth and increasing demand. Inc. 10-20 ethnic liaison officers predominantly focused on Indian and Asian communities	<ul style="list-style-type: none"> • future proof Auckland's medium term needs • ensure Police remain agile, flexible and able to meet future demand in the Auckland region • liaison officers to help Chinese, Indian and others live and do business safely and with confidence
'Eagle' helicopter to be on-call 24/7 across the Auckland region with 1500 additional flying hours	<ul style="list-style-type: none"> • 24/7 Air Support coverage to respond to serious crime, fleeing drivers and search and rescue • reduced risk of fatality or serious injury by its involvement in vehicular pursuits • service delivery faster than any ground staff response • consideration of cost-effective air support service for lower North and South Island
Introduce a new single non-emergency number and enable online reporting	<ul style="list-style-type: none"> • ensure better, easier access to Police services • consistent with drive to deliver better public services
Expand the emergency and establish new non-emergency 24/7 communications centres	<ul style="list-style-type: none"> • increased confidence that emergency calls will be answered and dispatched immediately • move to new 24/7 service delivery model for non-emergency calls
Increase the development of real-time mobility for frontline Police	<ul style="list-style-type: none"> • rapidly increase the delivery of innovative mobility products for the frontline • enable faster, smarter, safer, evidence-based decision-making by staff in the field

