

AIDE MEMOIRE FOR MINISTER  
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**AIDE MEMOIRE FOR MINISTER OF POLICE**

Subject	<b>Safe, Confident and Resilient Communities – Investment in Policing</b>		
Date	20 January 2017	Ref	BR/17/15
Priority	<input checked="" type="checkbox"/> Urgent <input type="checkbox"/> Non-urgent		

**Purpose**

1. This aide memoire provides a summary of the Cabinet Paper *Safe, Confident and Resilient Communities – Investment in Policing*, to support discussion at Cabinet on 24 January 2017.

**Background – Why is investment needed at this time?**

2. Criminal offending across New Zealand fell significantly from 2009 – 2014. This drop coincided with the introduction of the *Policing Excellence* transformation programme, which achieved significant positive outcomes and efficiencies for Police.
3. The focus was on preventing reoffending and reducing crime, more efficient use of resources, the roll-out of new mobile-technologies, and enabling a shift in policing style and approach through the new *Prevention First* national operating model.
4. *Prevention First* places greater emphasis on the immediate and longer-term benefits of placing prevention at the front, and victims at the centre, of how Police operates and strongly aligns with social investment thinking.
5. These changes were supported by the recruitment of 600 extra Police from 2009 – 2011. Since then, Police numbers have remained stable with around 8900 sworn officers and 3000 non-sworn employees.
6. At the same time as recorded crime was falling, overall demand and total calls for Police services significantly increased.
7. This was due to higher demand in areas that are complex and time-consuming to deal with, such as family violence, child abuse and neglect, adult sexual assault, and mental health.
8. With the productivity gains from *Policing Excellence* now fully reinvested, and more complex demand continuing to rise, it is increasingly challenging for Police to apply a preventative policing approach and meet new demands within existing resourcing.

**The future policing model: a social investment approach to preventing crime and improving the lives of vulnerable New Zealanders**

9. Police is committed to building on the successes of *Prevention First* and further developing its operating model through the social investment approach to addressing offending, harm and complex social problems in a way that is underpinned by evidence, data and technology.
10. New investment will enable Police to spend more time, effort and resources to work alongside social sector agencies with at-risk individuals and communities. It will enable Police to better share its information and intelligence, to ensure government can develop and implement evidence-based investment practices and policy decisions.
11. With more frontline staff, this means being increasingly proactive and reaching out to households identified as at-risk before more serious issues emerge.
12. Working alongside partners, it also means dealing with the consequences of social problems – such as drug and alcohol abuse, mental health issues or other family dysfunction – that often lead to repeated incidents of family violence, child abuse and neglect.

**What is proposed?**

13. The paper proposes a package of initiatives that will help deliver the following:
  - a. **Targeting and catching offenders** – with additional resources to respond and resolve more crime and target criminal gangs and organised crime
  - b. **Preventing crime and victimisation** – by implementing the social investment approach to address the drivers of crime
  - c. **Delivering a more responsive police service** – by ensuring all New Zealanders can more easily access police services when they need it
14. The proposed package will invest \$427 million over 4 years in Police (and \$542 million across the sector) and deliver funding for 880 extra sworn officers and 245 additional non-sworn employees.

**Initiatives:**

15. Extra frontline response staff and more investigators to ensure prolific and serious offenders are caught and dealt with more effectively:
  - An additional 500 frontline officers will increase the speed of Police's response to urgent and emergency events, and improve the capacity of Police to attend, investigate and resolve and ultimately prevent home burglaries, theft, youth offending and other community crime.
  - Funding for an additional 74 investigators will target offences against children, sexual assault offences, and other serious crimes suffered by the most vulnerable members of our communities.

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- An extra 80 sworn officers will be dedicated to target organised crime, gangs and drugs.

16. Implementing the social investment approach to address the drivers of crime:

- To support the social sector in delivering the outcomes of the Ministerial Group for Family Violence and Sexual Violence Work Programme 66 extra Police staff will be available to bring a social investment approach to reduce harm to whanau, consistent with Integrated Safety Response (ISR) principles.
- Up to 20 ethnic liaison officers will support Chinese, Indian and other ethnic communities to go about their lives and business activities safely and with confidence. They will follow the model of existing Maori Liaison Officers that have been successful working with both urban Maori and iwi.

17. Delivering a more responsive police service:

- 140 sworn officers bolstering high demand regional police stations to move 15 to 20 existing 'business hours' stations to a 24/7 response capability (meaning staff are patrolling/on duty).
  - Under this initiative, Police will have a 24/7 Police base within 25km of at least 95% of the New Zealand population.
  - Up to 40 of the 140 extra officers for regional and rural areas will form a Rural Duties Officer Network. This resource will be focused on rural issues, building strong local networks and supporting confident rural communities.
- Further mobility development, enabling staff to receive real-time information and become more efficient and effective by completing more administration out in the field.
  - In addition to providing ongoing opportunities to improve the effectiveness, efficiency and safety of all frontline staff, it will also enable further opportunities to develop operational data that could be used and shared to support social investment.
- With new investment a centralised telephony model could be operational in 2017/18, followed by the introduction of a national single non-emergency number.
  - This would not only answer and deal with non-emergency calls, but address demand and free up time for the emergency communications centre
  - By expanding communication centre resourcing and supporting this with a substantial increase in constabulary frontline response numbers, Police's ability to respond quickly and effectively to calls for service will be significantly improved, meaning better service for the public.
- A 1500 hours increase in 'Eagle' flying hours will see Police's premier airborne asset available within a 10 to 15 minute response time, for deployment 24/7, 365 days a year. More flying hours will help combat crime and offending around the Auckland region, and also potentially save more lives through its search and rescue capability.

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18. This proposed investment package includes an increase of 245 non-sworn Police employees. Non-sworn positions are crucial for maintaining service and response levels and the resultant levels of public confidence. These roles include emergency communications call centre staff, intelligence analysts, forensic accountants, and technology specialists to support covert operations and web-based crime, in addition to more general support.
19. The previous increase of 600 sworn staff was not accompanied by an increase in the number of non-sworn employees. The proposed initiatives and targets in this paper cannot be achieved without additional non-sworn staff, as a significant number of the new sworn officers would be needed to fill these roles instead of being deployed to frontline positions.



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