



New Zealand Police

Four Year Plan (2017/2018 – 2020/2021)

‘The Safest Country: Policing 2021’

Note: In accordance with the Official Information Act 1982, some information has been withheld from this document. The information withheld relates to the following clauses of the Official Information Act 1982.

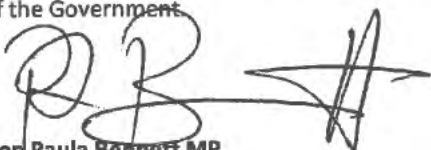
- Section 9(2)(f) (iii) and (iv) – to maintain the current constitutional conventions protecting the political neutrality of officials and the confidentiality of advice tendered by Ministers and officials. This may require withholding information on advice to Ministers when Ministers have not made up their minds on that advice. It only applies to advice that expresses an opinion on a possible course of action.
- Section 9(2)(i) and (j) – to enable a Minister, department or organisation holding information to carry out commercial activities or negotiations.

Under section 28(3) of the Official Information Act 1982, anyone has the right to ask the Ombudsman to review the handling of any withheld information.

NEW ZEALAND POLICE FOUR YEAR PLAN

MINISTER OF POLICE

I confirm that the Four Year Plan of New Zealand Police is consistent with the policies and performance expectations of the Government



Hon Paula Bennett MP

Minister of Police

May 2017

FOREWORD: COMMISSIONER OF POLICE

I am pleased to present New Zealand Police's Four Year Plan. This plan outlines our strategy, identifying our key demand issues and challenges along with our plans to address them.

The Safest Country: Policing 2021 is the next phase of our transformation programme. It will support the organisation to deliver on key outcomes and to build a sustainable policing model. It is an ambitious programme and it will provide better outcomes to New Zealanders and improve policing services delivered to the public.

Although we have made significant progress, there are challenges ahead. Overall demand is increasing and the nature of crime is changing. In recent years Police has made significant productivity gains, which have enabled us to cope with the increased demand experienced over the past five years. These efficiencies have now been fully reinvested in response to increasing demand for Police services, and continuing to service a growing population.

To address growing demand in traditional areas of policing, as well as increasing demand from new and emerging areas, we will increase Police numbers by a further 880 sworn officers and 245 non-sworn employees over the next four years. Implementation will be phased with extra staff recruited to ensure Constabulary numbers will grow by around 60 people each quarter from the start of 2017/18. Increasing the number of Police staff over the next four years is a sound social investment which will bring more resources to support communities through traditional policing activities, and target resources for new and emerging demands. I am delighted that the Government has agreed to make this large and important investment in New Zealand Police.

As well as enhancing traditional policing activity, the additional investment in staff will enable Police to more effectively deal with volume crime, target organised criminals and gangs and improve services particularly in Rural New Zealand by expanding our 24/7 presence and expanding staff numbers so that 95% of New Zealanders will live within 25 kilometres of a 24/7 police base. Targeting and catching offenders, preventing crime and victimisation and delivering a more responsive police service will enable Police to improve the lives of all New Zealanders.

Working in partnership is underpinned by our refreshed Prevention First operating model and the Police commitment to social investment. Across the country Police work closely with Iwi business partners, and the social; justice; transport; and security sectors. We look forward to further deepening and expanding these relationships, increasingly using data and an evidence based approach, to inform decision making.

As part of our transformation programme, we will continue to implement our Police High Performance Framework to help us deliver 'Our Business' and achieve the mission and vision outlined in this plan. This framework will help leaders and staff embed the culture and mind-set needed for the future. This is the single biggest commitment Police has ever made in developing our people.

In return for this new investment Police has been set a range of new and challenging targets. These include better burglary response, reducing serious crime and contributing to a significant reduction (by 2025) in Māori reoffending. I welcome this clarity in public expectations, and confirm Police are committed to delivering better results for all.

New Zealand Police has built and maintained high levels of public trust and confidence and staff engagement levels that are consistently above the state sector benchmark. New Zealand Police rightly has a reputation as one of the best Police services in the world, and our vision is to have the trust and confidence of all New Zealanders.

In order to continue to keep our communities safe, confident and resilient we also need to keep our own people safe and well. One of my key priorities is to ensure that Police have a health and safety management system that supports all parts of the organisation, in order to develop a great safety and wellness culture.

As Commissioner, my priority is that everyone is safe and feels safe. New Zealand Police remains absolutely committed to deliver on this intent.

I am confident that Police is well placed to deliver on the opportunities and challenges it faces to realise the benefits of *The Safest Country: Policing 2021 Transformation Programme*, and to help provide the type of policing services that the New Zealand public wants and deserves.

Mike Bush MNZM
Commissioner of Police
May 2017

CONTENTS

NEW ZEALAND POLICE FOUR YEAR PLAN.....	1
MINISTER OF POLICE	1
FOREWORD: COMMISSIONER OF POLICE.....	2
CONTENTS.....	3
STRATEGIC FRAMEWORK	4
OUR PLANNING IN CONTEXT	5
SAFEST COUNTRY: POLICING 2021 – MEASURING SUCCESS	5
WHO WE SERVE.....	7
CUSTOMER GROUP 1: VICTIMS	7
CUSTOMER GROUP 2: OFFENDERS.....	8
CUSTOMER GROUP 3: COMMUNITIES	8
STRATEGIC IMPERATIVES	10
OPERATING ENVIRONMENT	11
INCREASING DEMAND.....	15
ADDRESSING DEMAND AND CHALLENGES	19
SAFEST COUNTRY: POLICING 2021 – GOALS, INITIATIVES AND RESULTS	22
THE JUSTICE PIPELINE - IMPACTS AND OPPORTUNITIES	28
PREVENTION FIRST – NATIONAL OPERATING MODEL.....	30
WELLNESS & SAFETY	31
ROAD POLICING ACTION PLAN	33
TURNING OF THE TIDE.....	34
COLLABORATION WITH OUR PARTNERS	35
PRINCIPLES FOR DELIVERING AND ENABLING OUR BUSINESS.....	37
THE SAFEST COUNTRY: POLICING 2021 - WORKSTREAMS.....	38
OUR PEOPLE	44
INNOVATION	45
MANAGING WITHIN BASELINE	48
APPROPRIATION MOVEMENTS	48
MULTI AGENCY INITIATIVES	48
LONG TERM INVESTMENT PLAN (LTIP).....	49
APPENDICES	51
APPENDIX 1: IMPACTS.....	51
APPENDIX 2: OUR PEOPLE	57
APPENDIX 3: OPERATING AND CAPITAL EXPENDITURE	65

STRATEGIC FRAMEWORK

This plan identifies what Police seeks to achieve over the next four years. It addresses how Police will fulfil 'Our Business', which defines why we are here, what we do, and how we do it. This plan also addresses how Police will deliver against the government's priorities. Police are confronted by a number of challenges over the next four years, including demand pressure both in criminal and non-criminal areas.

We have a clear strategy to address our challenges through our transformation programme *The Safest Country: Policing 2021*, and through the implementation of key strategies and action plans. The *Safest Country: Policing 2021* transformation programme will drive substantial improvements in our policing and in our efficiency and effectiveness. This will foster even closer collaboration with our justice, social, road safety sectors, iwi, community, business and other partners. This plan outlines how we intend to manage our resources within baseline and how we will position Police to address emerging challenges and the evolving nature of crime, victimisation and social harm.



To reflect all of the new opportunities from the *Safer Communities* investment package, we have refreshed the 'Our Business' document. Our Strategies now includes 'Wellness and Safety' alongside the existing Prevention First, The Turning of the Tide and Safer Journeys strategies. Our Targets include the nine outcomes identified in the Cabinet paper which outlined the *Safer Communities* investment. A new section, called Our Partnerships, highlights our intent to work collaboratively with iwi and communities, other government sectors and business partners to deliver 'Our Business' and achieve long-term change. Our transformation programme, *The Safest Country – Policing 2021* will oversee the implementation of the *Safer Communities* investment.

In summary, this plan identifies how we will:

- Fulfil the goals and targets set out in Police's Strategic Framework 'Our Business'.
- Fulfil the vision and mission set out in 'Our Business'.
- Transform Police through *The Safest Country: Policing 2021*.
- Optimise and manage our people and resources to achieve our objectives.

OUR PLANNING IN CONTEXT

Police's strategic planning document is 'Our Business'. It is the backbone of our strategic framework, and this is underpinned by the Strategic Performance Template™ (SPT), the Four Year Plan and the Long Term Investment Plan (LTIP). The diagram below illustrates the relationship between these planning documents.



Strategic Performance Template™ (SPT)

These templates are the tactical part of the Police High Performance Framework™. The SPT™ will ensure every person in Police has a direct connection or 'line of sight' to 'Our Business'. The SPT™ will provide all Police staff with a high-level view of what we're aspiring to do, achieve and become as an organisation. SPTs™ will be cascaded through each level of Police to ensure every team has a completed SPT™ in place that is aligned to 'Our Business'.

Our High Performance Framework is being implemented to support greater leadership at each level of the organisation. This will enable us to align our strategy, culture, leadership, capability and performance management for greatest impact and therefore provide the mechanism by which everyone in Police understands what they need to deliver to enable us to achieve our Mission.

Long Term Investment Plan (LTIP) to 2027

The Long Term Investment Plan will record Police's overarching organisational view of what we will need to support the delivery of our longer term goals, including our investment needs (both capital and near capital investments) and any uncertainties, assumptions, challenges and any opportunities that could be reasonably forecast. The plan will describe how current strategic initiatives will align to longer term strategies such as our property strategy and refreshed Information and Systems Strategy and Roadmap (ISSR).

SAFEST COUNTRY: POLICING 2021 – MEASURING SUCCESS

Outcome Measures

Our outcome measures (also known as goals) along with our performance and sector targets will continue to provide a focus over the next four years.



For further information on how our outcome measures link to our impacts, and performance and sector targets please refer to Appendix 1.

Performance and Sector Targets

The *Safer Communities* investment package represents a significant investment in Police and the wider justice sector. While the Government is willing to invest to deliver better public services and to improve people's lives, it is important that there is accountability for the expenditure of public money and that clear targets are set and achieved. The additional police services will support Better Public Services (BPS) targets. In addition, the following performance targets (blue) and sector targets (orange) have been set for achievement by June 2021 unless otherwise stated:

Target 1: At least 98% Police attendance at home burglaries within 48 hours	Target 2: 95% of New Zealanders live within 25km of a 24/7 Police response capability	Target 3: \$400 million of cash and assets seized from gangs and organised crime over the next four years
Target 4: One minute faster median response times in urban and rural areas	Target 5: More than 90% of 111 emergency calls answered within 10 seconds (by June 2018)	Target 6: Police contribute to 10% fewer deaths from family violence
Target 7: Police contribute to a 25% reduction in reoffending by Māori (by June 2025)	Target 8: Social Investment: Police contribute to reducing assaults on children (currently BPS target 4)	Target 9: Social Investment: Police will partner with the Ministry of Education to identify and refer 1000 young people each year

These targets will be achieved by focusing on providing better policing services to all New Zealanders. Specifically, this includes:

- 880 extra officers including frontline organised crime and other priority functions
- Putting more police into regional and rural communities
- Prioritising home burglaries
- Establishing a new 24/7 non-emergency crime phone number
- Launching web-based crime reporting
- Dedicating 20 new police officers specifically to work with ethnic communities
- Supporting people with mental health conditions and working with DHBs to make sure they get the help they need
- Upgrading 20 regional stations from 'business hours' to 24/7 Police response bases
- Implementing a social investment approach and support for new legislative changes to prevent family violence alongside other agencies and partners

Police will be accountable for delivering these targets for New Zealanders. We will report regularly on performance against these targets including an update in our NZ Police Annual Report.

WHO WE SERVE

Our customers are all the individuals and communities of New Zealand. We work to keep all of New Zealand safe while maintaining a particular focus on the needs of victims and vulnerable people.




We recognise the importance of resolving crime, while emphasising the immediate and longer-term benefits of preventing crime, crashes and social harm. Underpinning this Prevention First approach is the fundamental principle, that avoiding victimisation in the first place is the best way to serve all New Zealanders.

Successful policing services rely on public trust and confidence, and satisfaction. Public trust and confidence is the basis of policing by consent. Our customers trust that Police will respond appropriately to the most pressing needs; provide benefit to the wider society; and provide services that are accessible, efficient and effective.






CUSTOMER GROUP 1: VICTIMS

As Police we place victims at the heart of everything we do. We aim to improve the overall quality of the service we provide, especially to the most vulnerable. Victims of crime and road trauma need to be the focus of Police attention from the initial call for service, right through to case resolution. The following table identifies key focus groups and what Police intend to do for these groups over the next four years.

Key Focus groups	Background	Customer-centric expectations	Specific Measures
 VULNERABLE CHILDREN	Police along with the Ministry of Social Development, Ministry of Education, Ministry of Health, Ministry of Justice and the Ministry for Vulnerable Children Oranga Tamariki will work together to identify children who are vulnerable to abuse and neglect and to keep them safe. Police primarily interface with vulnerable children during family violence incidents and through referrals to Oranga Tamariki services.	Reduce the number of children experiencing physical and sexual abuse.	Reduce the number of children experiencing substantiated physical and sexual abuse. (BPS 4)
 MĀORI	Māori feature disproportionately as victims in some areas e.g. fatal crashes. Approximately 100 Māori are dying every year on our roads. <i>The Turning of the Tide</i> applies a prevention rather than an enforcement ethos to dealing with Māori representation as victims.	Reduction in the percentage of repeat victims that are Māori, and reduction in the percentage of victims of road fatalities that are Māori.	Contribute to a 25% reduction in reoffending by Maori.
 VULNERABLE ROAD USERS	Vulnerable Road Users includes pedestrians, cyclists, elderly, disabled people, children, inexperienced drivers, visiting drivers, road workers, skateboarders and motorcyclists.	More young people are driving within their licence conditions. Fewer risks for motorcyclists and fewer risks taken by motorcyclists. Reduced risks for pedestrians/cyclists. Safer environment for older road users. More young children are restrained in car seats.	Reduce the number of deaths and serious injuries of Vulnerable Road Users (less than 2015/16).

CUSTOMER GROUP 2: OFFENDERS

Dealing quickly and appropriately with offenders (including deported offenders and those on the child sex offender register) will always be core police business. We know that the public rightly expects us to hold criminals to account. Through our Prevention First approach we focus on increased opportunities to support offenders wanting to make a positive change. This approach also helps us enable those whose offending is more serious to get access to support services that they may need to desist from offending. For example, utilising diversion with interventions that are relevant to the individual's offending behaviours may prevent further offending, and therefore victimisation and harm. The following table identifies a few focus groups and what Police intend to do for these groups over the next four years.

Key Focus groups	Background	Customer-centric expectations	Specific Measures
 YOUTH	Children and young people comprise approximately 10% of the population, yet offending by children and young people accounts for approximately 20% of Police apprehensions. Police not only aim to reduce crime by children and young people, they also intend to help those who offend to turn their lives around.	Reduction in the level of youth representation in crime statistics. Fewer young people are remanded in custody, and the length of time on remand is reduced.	Reduce the number of serious crime victimisations by 10,000. Police contribute to 10% fewer deaths from family violence.
 MĀORI	Māori are represented in 45% of Police apprehensions; more than 50% of Police prosecutions; 70% of child offender Family Group Conferences; 60% of Youth Court appearances; and more than 50% of the prison population. Between now and 2025, a 25% reduction in repeat offending among Māori could translate into savings of up to \$800M for the criminal justice system, earnings of up to \$300M for Māori households and tax revenue of up to \$40M for Government.	Reduction in the number of first-time offenders entering the criminal justice system that are Māori. Reduction in the number of Māori re-entering the criminal justice system.	Contribute to a 25% reduction in reoffending by Māori.
 HIGH RISK ROAD USERS	This area covers dangerous and reckless driving, fleeing drivers and intersections and centre line offences. It also includes high risk behaviours in the commercial vehicles such as dangerous goods, insecure loads and overloading.	Reduction in high-risk driving behaviours. Fewer drivers are driving under the influence of alcohol and drugs; or driving fatigued.	Decrease in deaths and serious injuries where high risk behaviour, speed, restraint use, impairment is a factor (less than 2015/16).

CUSTOMER GROUP 3: COMMUNITIES

Police aim to work in partnership with communities to prevent crime and road trauma, enhance public safety and maintain public order. All New Zealand communities have the right to feel safe as they participate in their day to day activities.

Focus groups	Background	Customer-centric expectations	Specific Measures
 ALL COMMUNITIES	Police's motto is Safer Communities Together. This epitomises the partnership and collaborative approaches we adopt in working closely with members of the community, with iwi, with community groups, with other government agencies, and with other non-government agencies to achieve our goals.	Less Actual Crime and Road Trauma. Fewer Victims. Confident, Safe and Secure Communities.	Build trust and confidence to 90%. Increase citizen satisfaction to 90%. More than 90% of 111 calls are answered within 10 seconds.
 GENERAL ROAD USERS	All road users are customers of Police. They depend on Police and other partner agencies to keep our roads safe.	People and freight can move around our country safely and efficiently.	Reduce the number of hospitalisations from road crashes (less than 2015/16).

WHY WE'RE HERE HE AHA TĀTOU I TŪ AI HEI RŌPŪ



Be Safe Feel Safe is Police's purpose statement which captures our responsibility to make people feel safe and keep people safe. Our Mission to be the safest country means that Police need to identify and plan for challenges and opportunities in our operating environment. This will support Police to ensure that areas in which we already excel remain world class.

To help fulfil Our Purpose and achieve Our Mission and align with the *Safest Country: Policing 2021*, Police will target and catch offenders, prevent crime and victimisation, and deliver a more responsive Police service. To achieve these goals, this plan shows how we will work collaboratively with a wide range of sector partners, iwi, and others.

Critical to fulfilling Our Purpose is to ensure that we have the trust and confidence of all, with a target of seeing 90% of New Zealanders having high or very high trust and confidence in Police by 2021. The Police motto is Safer Communities Together. This embodies the collaborative approach we take in working in partnership with members of the community, iwi, community groups, government agencies, business partners and other non-government organisations to achieve our objectives.

To deliver outstanding results to our customers, we will need to become a world leading Police service, which means we must be highly effective in delivering services that address immediate need whilst preventing future harm and reducing long term demand.

The functions of the Police as set out in the Policing Act 2008 include—

- (a) keeping the peace
- (b) maintaining public safety
- (c) law enforcement
- (d) crime prevention
- (e) community support and reassurance
- (f) national security
- (g) participation in policing activities outside New Zealand
- (h) emergency management

STRATEGIC IMPERATIVES

We have a small number of strategic outcomes and objectives that summarise our ambitions over the next four years and some short to medium term goals:

STRATEGIC OUTCOMES BY 2025	BE SAFE	FEEL SAFE
	Our Mission: To be the safest country	Our Vision: To have the trust and confidence of all
	<p>REDUCE SERIOUS CRIME (Reduce the number of serious crime victimisations by 10,000 by 2021)</p> <p>TRANSFORM OUTCOMES FOR MĀORI (Contribute to a 25% reduction in reoffending by Maori)</p>	<p>BUILD GREATER TRUST & CONFIDENCE IN NEW ZEALAND POLICE (Increase trust and confidence to 90% by 2020)</p> <p>INCREASE CITIZEN SATISFACTION (increase to 90% by 2020)</p>

STRATEGIC GOALS	1. REDUCE	2. BUILD	3. TRANSFORM
	<p>Reduce crime, victimisation and social harm</p> <p>Reduce fatalities and serious crash injuries</p>	<p>Build trust and confidence in Police</p> <p>Build the capability of our people and a culture of high performance and safety</p>	<p>Provide a service that makes people feel safe and be safe</p> <p>Increase our performance and productivity</p>
24 MONTH OUTCOMES	Reduce crime and victimisation (particularly among Māori and with a strong focus on family harm)	Health and safety programme milestones met Embed PHPF	The Safest Country: Policing 2021 programme implemented
12 MONTH GOALS	<p>Reduce repeat victims, offenders, locations</p> <p>Reduce violent crime</p> <p>Reduce youth crime</p>	<p>Build trust and confidence particularly amongst Maori & Youth</p> <p>Build a culture of health and safety in order to keep our people safe and well</p> <p>90% high or very high total trust and confidence by 2020</p> <p>90% citizen satisfaction by 2020</p> <p>Build a high performance culture</p>	<p>Embed Prevention First (model and mindset)</p> <p>Leverage Safest Country: Policing 2021</p> <p>Collaborate with our communities, iwi and stakeholders</p>



Over the next four years, Police's focus on Prevention First, Mobility, Evidence Based Policing, Safer Whanau, Iwi Partnerships and the Police High Performance Framework (PHPF) will continue to yield positive results. Together, they will help us become more effective, efficient, mobile and visible.

OPERATING ENVIRONMENT

Police is facing new challenges in two primary areas: changing population and demographics, and changing public expectations of policing services.

Changing population and demographics

- Increasing population
- Changing demographics
- New demand areas
- Increasing demand for road policing
- Auckland growth and increasing urbanisation
- Complex social issues
- Globalisation
- Cyber/technology enabled offending

Changing public expectations of policing services

- Deliver in a data rich & digitally enabled world
- Continuing to deliver value for public funding
- Changes in legislation
- Technology as an enabler



Changing population and demographics

Recorded crime, as reflected in the official statistics, has decreased since 2009, however this only represents part of the Police workload. Police is obligated under the law to undertake a range of public safety and prevention activities and although criminal demand has decreased, overall demand for police services has increased. The changing nature of calls for service requires alternative responses and in some cases more comprehensive responses.

Increasing population ¹	Changing demographics ²																																			
<p>PROJECTED POPULATION GROWTH (000)</p> <table><tr><th>Year</th><th>Population (000)</th></tr><tr><td>2016</td><td>4,693</td></tr><tr><td>2018</td><td>4,865</td></tr><tr><td>2023</td><td>5,158</td></tr><tr><td>2028</td><td>5,390</td></tr><tr><td>2033</td><td>5,595</td></tr><tr><td>2038</td><td>5,770</td></tr></table>	Year	Population (000)	2016	4,693	2018	4,865	2023	5,158	2028	5,390	2033	5,595	2038	5,770	<p>ASIAN/PACIFIC POPULATION PROJECTIONS</p> <table><tr><th>Year</th><th>Asian Population</th><th>Pacific Population</th></tr><tr><td>2013</td><td>~500</td><td>~300</td></tr><tr><td>2018</td><td>~600</td><td>~350</td></tr><tr><td>2023</td><td>~750</td><td>~400</td></tr><tr><td>2028</td><td>~900</td><td>~450</td></tr><tr><td>2033</td><td>~1050</td><td>~500</td></tr><tr><td>2038</td><td>~1100</td><td>~600</td></tr></table>	Year	Asian Population	Pacific Population	2013	~500	~300	2018	~600	~350	2023	~750	~400	2028	~900	~450	2033	~1050	~500	2038	~1100	~600
Year	Population (000)																																			
2016	4,693																																			
2018	4,865																																			
2023	5,158																																			
2028	5,390																																			
2033	5,595																																			
2038	5,770																																			
Year	Asian Population	Pacific Population																																		
2013	~500	~300																																		
2018	~600	~350																																		
2023	~750	~400																																		
2028	~900	~450																																		
2033	~1050	~500																																		
2038	~1100	~600																																		
<p>Our population is expected to increase by more than one million by 2038. Demand for Police services are somewhat correlated with population.</p> <p>Implications for Police: The increase in Police numbers to 2021 will increase the ratio of officers to population. This will allow Police to focus on our strategic priorities and deliver better service levels to the public.</p>	<p>The demographics of New Zealand’s population are changing rapidly with:</p> <ul style="list-style-type: none">Increasing proportion of Asian and Pacific peoples.Shift in the makeup of Auckland’s dominant ethnicities.Increasing low socio-economic groups traditionally overrepresented in offending and victimisation. <p>Implications for Police: Police’s recruitment will need to change to reflect the changing population.</p>																																			
New demand areas	Increasing demand for road policing																																			
<p>NON-CRIME MENTAL ILLNESS INVESTIGATIONS</p> <table><tr><th>Year</th><th>Investigations</th></tr><tr><td>2010/11</td><td>10,734</td></tr><tr><td>2011/12</td><td>10,760</td></tr><tr><td>2012/13</td><td>12,369</td></tr><tr><td>2013/14</td><td>13,102</td></tr><tr><td>2014/15</td><td>14,921</td></tr><tr><td>2015/16</td><td>13,888</td></tr></table>	Year	Investigations	2010/11	10,734	2011/12	10,760	2012/13	12,369	2013/14	13,102	2014/15	14,921	2015/16	13,888	<p>AVERAGE DAILY TRAFFIC</p> <table><tr><th>Year</th><th>Average Daily Traffic</th></tr><tr><td>2008</td><td>5366</td></tr><tr><td>2009</td><td>5562</td></tr><tr><td>2010</td><td>5641</td></tr><tr><td>2011</td><td>5748</td></tr><tr><td>2012</td><td>5611</td></tr><tr><td>2013</td><td>5683</td></tr><tr><td>2014</td><td>5724</td></tr><tr><td>2015</td><td>6089</td></tr></table>	Year	Average Daily Traffic	2008	5366	2009	5562	2010	5641	2011	5748	2012	5611	2013	5683	2014	5724	2015	6089			
Year	Investigations																																			
2010/11	10,734																																			
2011/12	10,760																																			
2012/13	12,369																																			
2013/14	13,102																																			
2014/15	14,921																																			
2015/16	13,888																																			
Year	Average Daily Traffic																																			
2008	5366																																			
2009	5562																																			
2010	5641																																			
2011	5748																																			
2012	5611																																			
2013	5683																																			
2014	5724																																			
2015	6089																																			
<p>New demand areas such as non-criminal calls for service have increased significantly. New demand areas are explored in more detail in the ‘Demand’ section of this plan.</p> <p>Implications for Police: As crime shifts towards new crime types (such as cyber), Police will need to respond appropriately and design effective prevention and intervention approaches. Police will need an evidence based approach to develop a more sophisticated picture of the actual demands on our services and a more sophisticated model for allocating resources and investment.</p>	<p>Road policing demand is increasing and there are less dedicated road policing resources to manage it.</p> <p>Implications for Police: Police’s approach to road policing and allocation of resources will need to be flexible to adapt to the changing face of road policing. Police must be ready and willing to embrace new technologies that continue to make it easier to comply with road safety roles.</p>																																			

¹ NZ Stats (2014). Population projections, found at <http://nzdotstat.stats.govt.nz>

² NZ Stats (2013). Ethnic population projections, found at <http://nzdotstat.stats.govt.nz> (Note: Each individual can be listed against more than one ethnicity)

Complex social issues	Globalisation																		
<p>FAMILY OCCURENCES WHERE RISK OF FURTHER HARM IS ASSESSED</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Occurrences</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>106,248</td> </tr> <tr> <td>2015/16</td> <td>114,237</td> </tr> </tbody> </table>	Year	Occurrences	2014/15	106,248	2015/16	114,237	<p>PEOPLE WHO RECEIVED REQUEST TO CONNECT FROM UNKNOWN PERSON</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>56%</td> </tr> </tbody> </table>	Response	Percentage	Yes	56%								
Year	Occurrences																		
2014/15	106,248																		
2015/16	114,237																		
Response	Percentage																		
Yes	56%																		
<p>Society's tolerance for issues such as family violence, sexual assault, bullying in the school or workplace etc. has changed significantly and greater volumes of current and historic offending are being reported.</p> <p>Implications for Police: An increased willingness by the public to report incidents will increase the demands on our services. These incidents require more time and more partner agency cooperation to resolve than some other crime types. Behaviours previously considered lower level offending may increasingly become a focus of public interest, necessitating a different response from Police.</p>	<p>The ease of international travel, technological advancements, social media, and more open borders expand the opportunity and complexity for organised crime, online radicalisation, cybercrime, human and drug trafficking, child grooming, identity theft and other fraud offences. In addition, the changing landscape around extremism in combination with changing demographics means increased potential for national security threats that must be addressed.</p> <p>Implications for Police: This type of offending is not location specific potentially requiring a more centralised response than traditional crime types. Complexities arise from cross-jurisdictional differences, legal limitations, and the challenge of keeping pace with change. Police will need to continue developing strong relationships with international partners, especially as prevention is significantly easier than responding in non-New Zealand jurisdictions.</p>																		
Auckland & increasing urbanisation	Cyber/technology-enabled offending																		
<p>PROJECTED AUCKLAND POPULATION</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Population (approx.)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>1,650,000</td> </tr> <tr> <td>2023</td> <td>1,750,000</td> </tr> <tr> <td>2028</td> <td>1,850,000</td> </tr> <tr> <td>2033</td> <td>1,950,000</td> </tr> <tr> <td>2038</td> <td>2,100,000</td> </tr> </tbody> </table>	Year	Population (approx.)	2018	1,650,000	2023	1,750,000	2028	1,850,000	2033	1,950,000	2038	2,100,000	<p>KIWIS WHO'VE EXPERIENCED A CYBER SECURITY BREACH</p>  <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Breach</td> <td>83%</td> </tr> <tr> <td>No Breach</td> <td>17%</td> </tr> </tbody> </table>	Response	Percentage	Breach	83%	No Breach	17%
Year	Population (approx.)																		
2018	1,650,000																		
2023	1,750,000																		
2028	1,850,000																		
2033	1,950,000																		
2038	2,100,000																		
Response	Percentage																		
Breach	83%																		
No Breach	17%																		
<p>Auckland is projected to be home to almost 40% of the country's total population in 2038 (up from 34% in 2013). With greater density in our cities, physical movement across cities becomes limited by congestion, and costs of living for staff become more unaffordable.</p> <p>Implications for Police: Police face increasing resource demands, requiring a pan-Auckland approach. Changes in demographics, size, population, congestion or dispersion may require tailored deployment throughout New Zealand. Our property footprint will need to adjust to operational requirements to reflect changing patterns of demand.</p>	<p>Technology is most likely to drive change and dictate future shifts in social behaviour. In the online world criminals are innovating to stay ahead. They have more places to hide, pose new threats to public safety and can be harder to trace. The volume of crime taking place in the online world is significantly under-reported but known to be growing rapidly.</p> <p>Implications for Police: A shift away from traditional crime to cyber and technology enabled will require officers and investigators with skills to suit. Police will need specialist skills and strong international networks to combat this type of criminal activity. Police will need to partner with industry and others to promote prevention of technology-based offending, which, due to its global nature and scale, is less likely to be amenable to a traditional 'investigate and prosecute' policing approach.</p>																		

Expectations of our services are changing

Meeting public and government expectations of service is fundamental to Police's authority. We police by consent of the people; their trust and confidence in us is therefore indispensable. Both the public and government expect Police to respond quickly and efficiently to requests for assistance.

Deliver in a data rich & digitally enabled world	Deliver continued value for public funding																									
<p>% OF TRANSACTIONS MADE WITH POLICE ONLINE</p>  <table><tr><th>Year</th><th>% of Transactions</th></tr><tr><td>2012/13</td><td>27</td></tr><tr><td>2013/14</td><td>42</td></tr><tr><td>2014/15</td><td>43.6</td></tr><tr><td>2015/16</td><td>58.4</td></tr></table>	Year	% of Transactions	2012/13	27	2013/14	42	2014/15	43.6	2015/16	58.4	<p>SERVICE QUALITY SCORE</p>  <table><tr><th>Year</th><th>Top Score</th><th>Bottom Score</th></tr><tr><td>2012</td><td>72</td><td>66</td></tr><tr><td>2013</td><td>72</td><td>66</td></tr><tr><td>2014</td><td>73</td><td>68</td></tr><tr><td>2015</td><td>74</td><td>70</td></tr></table>	Year	Top Score	Bottom Score	2012	72	66	2013	72	66	2014	73	68	2015	74	70
Year	% of Transactions																									
2012/13	27																									
2013/14	42																									
2014/15	43.6																									
2015/16	58.4																									
Year	Top Score	Bottom Score																								
2012	72	66																								
2013	72	66																								
2014	73	68																								
2015	74	70																								
<p>In a digital world, public expectations for the availability and transparency of Police services has increased. There is a push for automation and self-service, and a focus on citizen empowerment and flexibility. There is also more personal data available and a growing expectation that data is made public. Increased access to data means more opportunities for offending and to hold offenders to account.</p> <p>Implications for Police: Our service delivery model and channels need to show our commitment to victims across all services. Our actions will be more heavily recorded and scrutinised. Police need to facilitate appropriate sharing and ease of access while maintaining protections.</p>	<p>There are expectations that we continuously innovate and improve the quality of our service in order to deliver better results more efficiently. Public perception of service quality across our customer groups has been increasing in recent years, however, continuing this trend will become increasingly difficult.</p> <p>Implications for Police: Police will need to continue to develop its understanding of the structure and costs of its business so it can be transparent and communicate clearly the value of the services provided. Police needs to ensure that investment decisions are robustly justified, and that it continues to look for ways to continue to provide value for money. We will also drive more efficient and effective services through better use of information and ICT systems.</p>																									
Changes in legislation	Technology as an enabler																									
<p>POTENTIAL LEGISLATIVE CHANGES</p> <ul style="list-style-type: none">Financial Intelligence Unit to share data and intelligence with other government agenciesCost recovery for vetting servicesEnhancing identity verification and border processes	<p>2012 NEW ZEALANDERS CONNECTED TO THE INTERNET</p>  <table><tr><th>Age group</th><th>Connected to Internet (%)</th></tr><tr><td>15-24</td><td>93%</td></tr><tr><td>25-34</td><td>94%</td></tr><tr><td>35-44</td><td>91%</td></tr><tr><td>45-54</td><td>85%</td></tr><tr><td>55-64</td><td>77%</td></tr><tr><td>65-74</td><td>61%</td></tr><tr><td>75+</td><td>32%</td></tr></table>	Age group	Connected to Internet (%)	15-24	93%	25-34	94%	35-44	91%	45-54	85%	55-64	77%	65-74	61%	75+	32%									
Age group	Connected to Internet (%)																									
15-24	93%																									
25-34	94%																									
35-44	91%																									
45-54	85%																									
55-64	77%																									
65-74	61%																									
75+	32%																									
<p>As social norms and community tolerances continue to change and evolve, legislation will continue to change to reflect the new norms.</p> <p>Implications for Police: Police must be able to identify trends and changes on the horizon to prepare for these changes as well as participating actively in making changes to existing legislation. Police must be able to assess the impact of change from new legislation on its business, and prepare efficiently for its introduction.</p>	<p>What society sees as 'business as usual' today would have been considered radical just five years ago. Technology advances can add significant value by making processes easier and faster. While costs decrease over time, expectations frequently increase to the extent that savings are not fully realised.</p> <p>Implications for Police: Police needs to be very clear about its priorities for adopting technology so that it invests in tools that deliver maximum benefits: future proofing, value for money, fit for purpose. Police needs to ensure that its ICT infrastructure and core applications remain sufficiently up to date to adapt quickly to new demands.</p>																									

INCREASING DEMAND

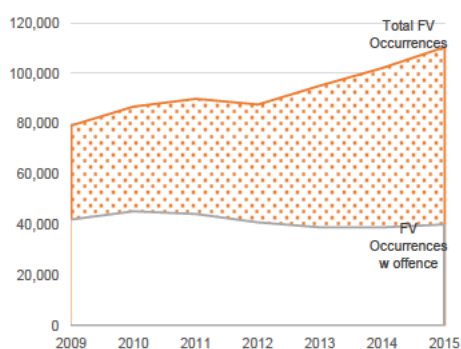
Traditional Demand

Police is experiencing growing demand in traditional areas of policing, as well as facing an increase in demand from new and emerging areas. Prior to the recent investment package, Police numbers had remained relatively stable since 2011, with around 8900 sworn officers and 3000 non-sworn employees. At the same time the Police environment has become increasingly complex and time consuming, particularly in dealing with family violence, child protection and adult sexual assault, organised crime and mental health incidents.

Demand on Police time and calls for Police service have increased significantly, as a result of both changing public attitudes and increasing mobile phone access and usage. Police is also placing more emphasis - and spending significantly more time – on supporting victims of crime. Continuing to manage demand through increased triaging and reprioritisation could ultimately lead to reductions in Police response times, resolution rate decreases and an increase in backlogs in investigation cases. This will have a corresponding negative impact on the public's trust and confidence in Police.

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, 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.

Family Violence

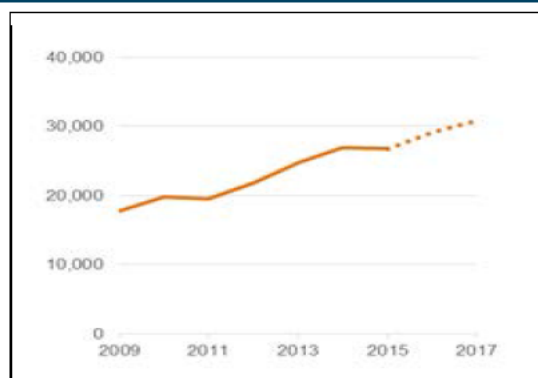


Note this data is from operational databases for the purposes of demonstrating police demand. These are not official crime statistics.

The graph illustrates the volumes of family harm responses:

- Family Violence occurrences represents the total volume of calls attended regardless of whether they end up with criminal charges. Since June 2009 total occurrences attended increased by 55%, with more than 100,000 events a year.
- Family Violence occurrences with offence represents calls attended where officers laid at least one criminal charge. Over the same period, incidents with offences have not increased at all.
- Domestic Disputes represent calls attended that do not result in an offence. In this period there has been an increase of more than 100% in Domestic Disputes.

Mental Health

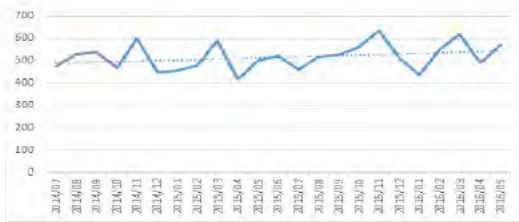


There has been a 51% increase in total mental health incidents since 2009.

- 4% increase in mental health incidents per year.
- 6% increase in attempted suicides per year.
- People with mental health issues are over-represented as victims of crime.
- On an average day Police will attend 74 mental health related incidents which take on average 3 hours to resolve each incident.
- 59% of mental health incidents involving a Police response take place in Police Stations.

Child Protection & Adult Sexual Assault

Child offence victimisations
Jul 2014 – May 2016



Adult sexual assault victimisation
Jul 2014 – May 2016



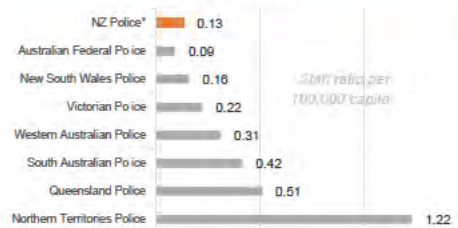
Child Protection and Adult Sexual Assault investigations is an area of demand that has grown in past years, that is complex and requires specialist skill and intensive resourcing. As at 8 August 2016, 446 cases were awaiting assignment (noting high priority cases are assigned immediately). This level of unassigned cases has been consistent in the last two years.

Online Child Exploitation

In the last two years, the Online Child Exploitation Across New Zealand team (OCEANZ) has coordinated several investigations with international partners that have resulted in 700 referrals for domestic and international investigations teams. The referrals have resulted in numerous arrests of offenders and the rescue of children from abuse.

OCEANZ receives 2-3 reports a week of child exploitation material involving New Zealand children. In 2015, Police recorded 58 proceedings against identified offenders for offences involving child exploitation material, 50 of which involved Police taking court action. Offenders ranged in age between 18 and 67, with 17 offenders being aged between 20 and 29.

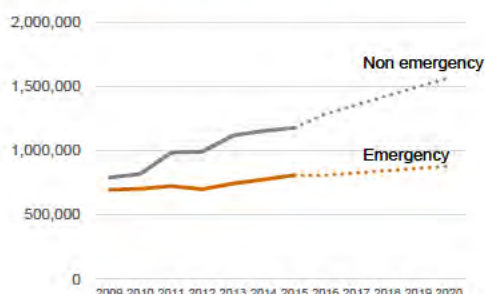
Child protection resources dedicated to online exploitation, NZ and Australia compared by jurisdiction



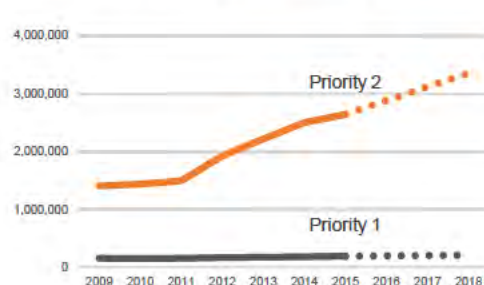
*New Zealand figures as at December 2014

Call Volumes

Calls for service from public
Actual and estimated



Events dispatched
Actual and estimated



There has been a 34% increase in calls for service since 2009 including significant increases in non-emergency calls for service or priority 2 events. The average time spent attending calls has also increased around 20% since 2009. This reflects a more complex operating environment (more family violence and mental health incidents, for example).

New & Emerging Demand

The table below identifies key new or emerging demand areas.

New Demand Area	Description
Child Sex Offender Register (CSOR)	<p>The Child Sex Offender Register (CSOR) was established as a result of the of the Child Protection (Child Sex Offender Government Agency Register) Act 2016.</p> <p>Police are required to maintain an up-to-date register of persons convicted of qualifying sexual offences against children, and to monitor individuals on the register (from 8 years to life, depending on the offence committed and the sentence).</p> <p>Maintenance of the register requires both Registry staff and field officers (District Registry Case Managers). The number of field staff will need to increase over time as the number of offenders on the Register increases.</p>
Proceeds of Crime	<p>Under the Criminal Proceeds (Recovery) Act 2009 Police established Asset Recovery Units (ARUs) to identify and seize assets that resulted from criminal activity.</p> <p>To date, ARUs have restrained over \$386m in assets and more than \$91m in assets have been forfeited.</p> <p>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.</p> <p>International estimates indicate that less than 1% of illicit money flows are disrupted. There is clearly huge unmet demand and scope for disruption of criminal networks on a large scale.</p>
Family Violence Legislation Change	<p>Changes to Family Violence legislation relating to Protection Orders, Police Safety Orders and new offences will have significant workload impacts on Police.</p> <p>Police is increasingly committing resources and effort (including policy) into contributing to the social sector space. This includes high levels of engagement with the Ministerial Group on Family Violence and Sexual Violence and the family violence legislation, as well as the Investing in Children programme establishing the new Ministry for Vulnerable Children Oranga Tamariki.</p>
Counter-Terrorism & National Security	<p>The changing terrorist threat and evolving All of Government efforts to reduce the risk of terrorism and improve resilience has placed increased resource pressure on Police. This stems from:</p> <ul style="list-style-type: none"> the resource intensive demands of specific operations, which can be of particularly long duration and involve specialist (and limited) surveillance, investigation, tactical and supporting resources delivering increased preventative and other supporting efforts, which require Police to extend existing activities or introduce new activities such as support to a fixated threat assessment unit The need to increase leadership and management capacity, to organise and implement increased Police activity and to enable Police to fulfil its obligations to interagency activities.
Airport Policing	<p>Expansion of international services and operating hours in major airports in New Zealand mean additional Police resource is needed at these airports.</p> <p>International aviation security requirements mandate a minimum Police presence at international airports. Extended services into three airports require an additional constabulary FTE to be provided to these airports to meet ICAO requirements.</p>

New Demand Area	Description
Gang Harm	<p>New Zealand has a complex gang problem that spans social, economic and justice issues. Adult gangs and transnational crime groups create disproportionate harm in New Zealand. While overall crime is trending downwards, serious offending by adult gang members increased by 15 percent in 2013. Almost half of the serious offences committed by gang members are family violence related. Information from the Gang Intelligence Centre shows that New Zealand adult gang members comprise 0.1 percent of the New Zealand population. However, 14 percent of the firearms charges laid over a 10 year period from 2005 to 2015 were against a gang member.</p> <p>A high proportion of gang members' children experience multiple incidents of abuse or neglect. There is a strong connection between New Zealand adult gangs, the manufacture, supply, distribution and consumption of illicit drugs (in particular methamphetamine) and illegal firearms possession and use. There is growing evidence of organised crime group involvement in the New Zealand drug market. A recent report stated that the proportion of frequent drug users who purchased methamphetamine from a gang member increased from 36% in 2013 to 50% in 2014.</p>
Offenders removed from Australia	<p>This has required substantial cross-agency and trans-Tasman collaboration to ensure the risk of returning offenders is managed. Australia has indicated that more than 1200 offenders in Australia are liable to be removed to New Zealand in the future. There are also ongoing risks from persons being removed to Pacific Island nations who then travel to New Zealand or conduct organised criminal activity in the Pacific region.</p>
Illicit Drug Use	<p>Methamphetamine is currently the illicit drug causing most concern in New Zealand, in terms of its effects on users, the impact of heavy users' behaviour on their families, the property crime users commit to support a habit and the demand for treatment, and for Police to focus more on addressing demand-side issues. That said, the enforcement side of dealing with methamphetamine will continue to require significant resources, because it is inherently tied up with, and facilitated by gang activity in New Zealand, and links to other organised crime groups both here and overseas. Building Police capacity and capability for overseas intelligence is likely to be needed, and with a growing number of countries (for example we already have intelligence links with China, but South America is also increasingly looking like becoming an increasing supplier for meth to New Zealand).</p>
Alcohol Use	<p>Alcohol is likely to continue to be an area requiring considerable Police resource. Police operational resources will continue to be heavily called upon to enforce the laws around alcohol and also to respond to the community harm it causes, particularly in the area of family violence.</p>
Anti-Money Laundering	<p>The Panama Papers triggered a renewed interest in tightening tax and Anti-Money Laundering (AML) laws around the globe. In New Zealand an independent expert was appointed to make recommendations on actions that New Zealand might take. As a result, Inland Revenue is changing tax law to require registration of foreign trusts and increased disclosure of information. Justice is also looking to change AML law to include lawyers, accountants, real estate agents and high value commodity dealers (involved in cash transactions).</p>
Vetting	<p>The Police Vetting Service is facing significant growth which is forecast to continue, particularly now that workforce safety checks under the Vulnerable Children Act 2014 are being phased in (beginning 1 July 2015). The growth from 2015/16 to 2016/17 has been forecast at 8.9 percent, which would increase the vetting volume to 603,171³.</p> <p>With demand for vetting services increasing there is a need for additional resourcing for the Police Vetting Service. The Policing (Cost Recovery) Amendment Bill amends the Policing Act 2008 to enable regulations to be made that enable Police to recover costs for certain policing services that fall within the definition of a "demand service". Section 79B (3) of the Bill lists the provision of vetting services by Police as an example of a demand service.</p>

³ This figure includes an additional 5,000 vetting checks for second-hand dealers (these vetting checks were not included in vetting volumes for previous years).

ADDRESSING DEMAND AND CHALLENGES

In recent years Police has made significant productivity gains, which have enabled Police to cope with the increased demand experienced over the past five years. Key to delivering these productivity gains has been the *Prevention First* operating model and Police's focus on mobility delivered through *Policing Excellence* and the subsequent commitment to the *The Safest Country: Policing 2021* transformation programme. However, 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.

To address growing demand in traditional areas of policing, as well as increasing demand from new and emerging areas, this plan defines how we will increase Police numbers by a further 880 sworn officers and 245 non-sworn employees, over the next four years, to deliver a series of initiatives that will transform policing in New Zealand. As well as enhancing traditional policing activity, the additional investment in staff will enable Police to more effectively deal with volume crime and target organised criminals and gangs. Reducing repeat offending, family violence incidents, inter-generational transmission of criminal behaviour, and use or abuse of social welfare will prevent significant community harm.



This social investment supports Police's *Prevention First* approach to address the drivers of crime. It will enable Police and other justice and social sector agencies to further reduce medium and long-term pipeline impacts. In particular this investment in staff will enable Police to seize more assets, disrupt criminal activity and reduce the financial gain to criminal groups; speed up the administration of justice for serious offending; and be able to more effectively undertake proactive interventions earlier in the offending cycle, which are more resource intensive but have greater impact on long term offending.

The better resourcing of Police, together with improved design of the referral and social service delivery processes, will help target early intervention towards those most at risk and through that, deliver the return the government is seeking from its extensive investment in social services.

Police have developed a series of initiatives which will further transform policing in New Zealand well into the future. These initiatives are based on three goals:

1. Targeting and catching offenders
2. Preventing crime and victimisation
3. Delivering a more responsive police service

This new investment will ensure Police is able to respond to its traditional demand areas and ensure Police are more accessible and deliver better services across the country. At the same time, it will deliver much more time and resources for preventative policing in key areas – including family violence and at-risk youth – using social investment in order to help change long-term patterns of crime and offending.

McKinsey & Company Case Study: Policing – A Vision for 2025: Six Changes Police Must Make

In February 2017, the Public and Social Sector Practice of McKinsey & Company published a report on key aspects of policing, including what transformational activities a modern police force must make to successfully prevent crime, discharge their duty to protect its citizens, and maintain peace, order, and security.



The report focuses on how effective policing is a vital element in any properly functioning society. The report also notes that in order for a police force to fulfil their functions and duties, it is highly dependent on public approval of their existence, actions and behaviour and the ability to secure and maintain public respect, trust, and confidence.

Policing has always felt the pressure of social change. The scale and unpredictability of current societal demand some fundamental re-evaluation of traditional policing models. All police forces face these challenges; many forces have already begun a transformation journey and some have made real progress.

New Zealand Police is featured in this report as a success story of making things happen:

New Zealand Police responded to the pressures of the international financial crisis, rising costs in the justice and security sector and the changing threat picture, by launching "Prevention First" in 2009. This transformation programme included the rollout of mobile technology to officers, retraining them to focus on crime prevention and to work closely with social sector agencies. The police also introduced advanced financial management practices to drive efficiency. As a result, between 2008 and 2014, New Zealand's homicide rate fell from 1.20 to 0.90 per 100,000, while the proportion of people reporting confidence in the police rose from 78 percent to 84 percent. Compared to 2008/09, by June 2014, the police had freed up 1.26 million hours for reinvestment into prevention activity and recorded crime reduced by 20.1 percent.

The report goes on to describe six key changes that police forces must make to remain relevant, flexible and adaptable. More recent examples of how New Zealand Police has responded to these six key changes are detailed below:

1. Reskill the workforce for the 21st century challenges

Police forces must equip their workforces with the skills and expertise to meet these challenges. A modern police officer is expected to have the skills to deal with a wide range of scenarios: from identifying individuals at risk of radicalisation, or "grooming" for sexual exploitation or trafficking, to collecting and triaging digital evidence and investigating online crime, to dealing with highly vulnerable people and a wide range of communities and gathering evidence from them.

New Zealand Police have identified that we have demand and capability challenges in some of these areas. Our new investment includes 74 additional investigators who will target offences against children, sexual assault offences, and other serious crimes suffered by the most vulnerable members of our community. We will also continue to develop strong relationships with domestic and international partners in the cybercrime area.

2. Put data analytics at the heart of the organisation

Police forces collect and generate large quantities of data every day. Even applying relatively straightforward analytics to police data can improve performance, when incorporated into decision making and resource allocation. Combining it with analysis of social media and other available data can be even more powerful.

New Zealand Police continue to make use of its data analytics capability to improve performance and look at future resource allocation and deployment. On 30 November 2016 Police launched a new, interactive tool that provides the public with access to a range of easily accessible information about victims, offenders and crime trends. Previously the data has been available through the Statistics New Zealand website, but will now be migrated across to the Police website.

The policedata.nz tool provides information series of standardised, user-friendly interactive reports. This new tool is an exciting step as it provides victimisation, offender and crime trend data in an easily accessible format, which will be useful for researchers, government agencies, media and other interested groups and individuals.

3. Integrate technology to maximise performance

Technology is easy to buy. But its value is lost unless it is properly integrated into forces' operating models. Successful introduction of new technology requires an agile approach to procurement, plus significant business change, to achieve an operating model that derives maximum benefit.

New Zealand Police have equipped our people with tools and technology that enable officers to spend less time behind a desk and more time out in their communities, where they can make the most difference in preventing crime.

Mobile devices have been provided to all frontline and many other staff to allow more time to be spent on the job and to be better connected and informed. The OnDuty mobility application is being evolved to provide a range of information to frontline officers as well as to allow them to perform the majority of their activities out of the station and directly without need for paper forms and duplication of effort.

The mobility programme has produced significant financial and operational benefits to Police. Our Mobility programme and related 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. Optimise processes and structures

Successful transformation will require investment. Ensuring that existing operational processes are as efficient as possible will release savings which can be invested elsewhere.

Police Excellence (2011-2014) delivered substantial savings which were reinvested in front-line policing.

Part of *The Safest Country: Policing 2021* transformation programme (detailed in this plan) includes a separate focus on sustaining our business. This initiative will continue to examine way in which can continue to drive efficiencies and become more effective (for example, freeing up time via our mobility programme).

5. Collaborate with other agencies to get the best outcome for citizens

Police officers can feel they are the "social welfare service of last resort". Many incidents to which the police are called involve individuals who require support from a range of public sector organisations.

New Zealand Police work within the justice, social, transport and security sectors to achieve shared outcomes for government. A current example is the Integrated Safety Response for Family Violence (ISR) system being developed by the Police to support a project initiated by the *Ministerial Group on Family Violence and Sexual Violence*. The system will enable a new operating model for an integrated response to family violence, supporting increased collaboration between all agencies and NGOs delivering Family Violence services.

6. Improve engagement to gain public trust

As the public's digital experiences improve, the contrast with police forces grows. Police forces need to share information with their communities and to obtain information from them.

Part of *The Safest Country: Policing 2021* transformation programme focuses on improved service delivery. One initiative is looking at online reporting. More citizen interaction will be enabled via digital services, for instance online management of Police vetting, management of firearms licenses and online crime reporting. Use of social media, has also increased significantly and is expected to become an even more significant channel for Police to interact with citizens.

Police has set an ambitious 90% trust and confidence and citizen satisfaction target as part of this plan.

[For a link to this McKinsey & Company article please click here](#)

SAFEST COUNTRY: POLICING 2021 – GOALS, INITIATIVES AND RESULTS

Police has developed a series of high impact initiatives which will take into account future changes in population and demographics, Police's service delivery, and ongoing increase in demand for service. Implemented together, these initiatives will form a comprehensive approach that will further transform policing in New Zealand and improve the policing services provided to all New Zealanders.



These initiatives are built around three key goals:

Goal 1: Targeting and catching offenders - with additional resources to respond and resolve

Police's mission statement is to make New Zealand the world's safest country. Crimes such as burglary, robbery and violence, whether at home or in public, can have both immediate and long-lasting consequences for victims. This plan includes additional emergency response staff and more investigators to ensure prolific and serious offenders are caught and dealt with more effectively. In particular there will be more resources in areas that impact on the most vulnerable - children, victims of violence including adult sexual assault, and those that suffer at the hands of gangs and drug dealers. Police is committed to driving down rates of serious crime, improving clearance rates for home burglary and responding urgently and effectively when those in danger need assistance.

INITIATIVE	DESCRIPTION	RESULTS
Emergency Response, Tactical Crime Teams, and Youth Aid	<p>An additional 500 sworn officers will improve the speed and capacity of Police to attend urgent and emergency events. Faster response times can minimise victimisation by interrupting crimes in progress, and reduce potential harm from mental health incidents and family violence call-outs. A more visible police presence can also deter offending.</p> <p>New Tactical Crime Teams will also be established to lift attendance, catch more offenders, and ultimately reduce offending in our communities. They will be focused on crimes such as burglary, robbery, theft, scams, violence and intimidation – the types of offending that can seriously affect community resilience.</p> <p>This extra resourcing will provide additional capacity for Police to continue working closely with other agencies to ensure New Zealanders with mental health needs are given the support, care and attention they need.</p> <p>By improving the likelihood that serious and prolific community offenders will be apprehended, it means they can be dealt with appropriately. These offenders are often youth, and these teams will also be supported by additional Youth Aid officers and will help at-risk youth turn their lives around.</p>	<ul style="list-style-type: none"> improved citizen satisfaction, individuals are more likely to report a crime to police and thus improve the likelihood of early resolution. faster response times can minimise victimisation by interrupting crimes in progress, and reduce potential harm from mental health incidents and family violence call-outs. A more visible police presence can also deter offending. additional frontline responders will enable Police to attend more incidents, sooner, and provide confidence to the public that Police will be there when they need them. Police will work to reduce average response times by more than 1 minute. increased support callers and increase service levels to answer 90% of 111 emergency calls within 10 seconds. continue working closely with other agencies to ensure New Zealanders with mental health needs are given the support, care and attention they need.
Child Protection, Adult Sexual Assault and Other Serious Crime	<p>Additional investigators to resolve complex cases against those who offend against the youngest and most vulnerable members of our communities.</p> <p>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.</p>	<ul style="list-style-type: none"> increased resources in this area will allow Police to better manage all serious offending caseloads and improve the preparation and standard of prosecution case files to increase the efficiency of the court processes. over time, additional staff resources will enable Police to undertake additional prevention activity to combat serious offending – particularly crimes against children – and to spend more time monitoring and working with those on the new Child Sex Offender Register to identify and mitigate risks and work to prevent reoffending.

INITIATIVE	DESCRIPTION	RESULTS
Organised Crime Taskforces	<p>An extra 80 sworn officers will target organised crime, gangs and drugs.</p> <p>Gang members, drug suppliers and others involved in organised crime represent a small but prolific group that commit disproportionate levels of criminal activity and harm. Targeting these groups will reduce repeat offending, drug supply, inter-generational transmission of criminal behaviour, and other societal harm. Police will also increasingly work with international partners to tackle transnational crime.</p> <p>Police will step up the seizure of drugs and other harmful commodities that damage lives, and will target seizure of at least \$400m worth of criminal assets over the next 4 years. Returns to the fund are redistributed by the Prime Minister to investigate, deter and prevent future offending and provide investment for agencies such as Ministry of Health.</p> <p>Almost half of known serious offences by gang members are family violence related and, from a 2013 sample of 50 high risk gang members, 74 per cent of gang children have been abused or neglected on multiple occasions.</p>	<ul style="list-style-type: none"> increased resourcing will help support the Police-led, whole-of government Gang Action Plan to reduce the harm caused to families and communities, and the recently established Gang Intelligence Centre. enforcement activity will be complemented with preventative efforts to help break the cycle of gang life and offending where possible. This means working with the young person and the family, and bringing in other health, child protection and community service providers as appropriate. reduce social harm from drugs such as methamphetamine and support the Methamphetamine Action Plan and Ministerial Gangs Action Plan.

Goal 2: Preventing crime and victimisation – by implementing the social investment approach to address the drivers of crime

Police will increase the number of prevention-focused Police to reduce family and community harm– including through multi-agency efforts. ‘Protecting families’ joint sector programmes (such as the Integrated Safety Response Initiative) will see Police working in partnership with Iwi, government agencies and NGOs to reduce family harm (particularly among Māori).

INITIATIVE	DESCRIPTION	RESULTS
Supporting a social investment approach to reduce family violence	To support the social sector to deliver on the outcomes of the Ministerial Group for Family Violence and Sexual Violence Work Programme, and consistent with the Integrated Safety Response (ISR) trial that Police is leading, 66 extra Police staff will be available to bring a social investment approach to reduce harm to whanau.	<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 a social investment approach to addressing complex social issues. • provide high risk families with targeted support. • break the cycle of intergenerational family dysfunction.
Supporting Ethnic Communities	<p>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 Māori Liaison Officers that have been successful working with both urban Māori and iwi.</p> <p>These staff are particularly important to prevent family violence in cultures where such behaviour may be normalised, and also in working alongside communities with a national security focus.</p>	<ul style="list-style-type: none"> • these extra officers will build relationships with local community leaders and members, and invest the time and effort to connect those with dysfunction in hard-to-access communities to social services. They will also visit small business owners, help facilitate community meetings, provide advice and reassurance, and ensure the issues facing ethnic communities are well understood at all levels of Police.

Goal 3: Delivering a more responsive police service - by ensuring all New Zealanders can more easily access police services when they need it

Regional communities have different pressures and concerns to our urban centres. People can feel the geographic challenges and isolation from support services more keenly. Residents are less transient than urban areas, and specific issues can affect the resilience of entire communities.

Feelings of safety are often directly related to the availability of police resources to deal quickly with urgent matters, and also to be available to understand local public concerns, problem-solve in partnership, and support thriving and safer communities together.

INITIATIVE	DESCRIPTION	RESULTS
Investing in policing for rural and regional New Zealanders	<p>Extending 'business hours' of regional stations to 24/7 policing bases with 140 extra staff.</p> <p>New investment will see 140 sworn officers bolstering high demand regional police stations to move 15-20 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 capability within 25km of at least 95% of the New Zealand population.</p> <p>Establish a Rural Duties Officer Network supported by a rural intelligence capability.</p> <p>Up to 40 of the 140 extra officers for regional and rural areas will form a Rural Duties Officer Network. Working in a similar way to other liaison officers, this network would also focus on supporting more isolated rural communities not located within 25 kilometres of a 24/7 Police response capability.</p>	<ul style="list-style-type: none"> this investment will provide superior service, and the confidence and sense of safety for regional populations that comes from knowing an officer is on duty, nearby, and available around the clock. additionally, regional policing will be further supported by 12 new mobile police stations (RV-type vehicles), a number of which will provide mobile policing services to people living in smaller towns and more isolated rural areas throughout the country. this resource will be focused on rural issues, building strong local networks and supporting confident rural communities. through the Rural Duties Officer Network, Police will build stronger relationships with community leaders and members, and ensure there is dedicated Police resource focused on addressing the unique issues that face rural communities.

INITIATIVE	DESCRIPTION	RESULTS
Single non-emergency 24/7 number	<p>The current Police service delivery model does not meet the expectations of a modern, public-facing organisation. There are more than 300 different local station numbers, and it can be difficult to get correct information about opening hours.</p> <p>More than 1.8 million calls are made to local stations each year, and satisfaction levels are much lower than for emergency calls. As a result, people often dial 111 for non-emergency situations, putting pressure on the emergency Communications Centre.</p> <p>With new investment the centralised telephony model could be operational in 2017/18, followed by the introduction of a national single non-emergency number (this will likely be a 3-digit number, or 0800 Police).</p> <p>Police is planning to recruit a further 50 communications centre call-takers that will not only answer and deal with non-emergency calls, but address demand and free up time for the emergency communications centre.</p>	<ul style="list-style-type: none"> this investment is expected to significantly improve service delivery, reduce demand on Police station front-counters (freeing up resource for higher value work) and improve the availability of intelligence and other information to address crime and other problems. it is anticipated that this initiative will lead to a modest increase in lower-level crime reporting. It will need to be developed with appropriate support to ensure that public calls for service receive an excellent response from both call takers and frontline responders.
24/7 Air Support for Auckland	<p>The 'Eagle' Police helicopter plays a significant role in combatting serious crime, through allowing better real time information to be passed to ground units and in many cases from the deterrence factor of its actual presence. It also reduces the risk of serious injury by its involvement in vehicular pursuits from 11% to 2%.</p> <p>The 1500 hours increase in 'Eagle' flying hours will see Police's premiere airborne asset available within a 10-15 minute response time, for deployment 24/7, 365 days a year. It is currently only available at pre-scheduled times, with around 1800 budgeted flying hours annually. The asset is airborne for an average of 3 hours of every 8 hour shift.</p>	<ul style="list-style-type: none"> having Eagle available 24/7 will reduce the 3am spike in criminal offending in Auckland. demand for Eagle is increasing throughout the North Island. It is especially valuable for search and rescue missions, being equipped with the best infra-red camera in the country. 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.

THE JUSTICE PIPELINE - IMPACTS AND OPPORTUNITIES

Volumes across the justice sector pipeline (demand on Justice Sector services e.g. courts and prisons) are driven by a complex mix of different factors. The crime rate is the most significant driver of volume at the front end of the pipeline and policy settings are the most significant driver of volume at the back end.

Background

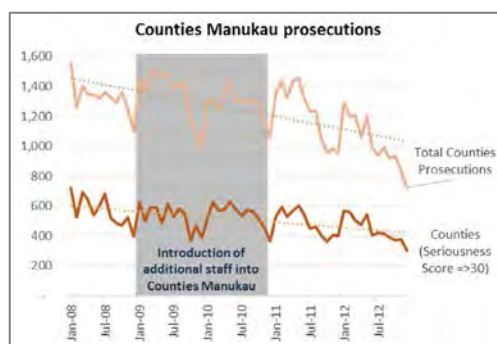
From its peak in 2009, total reported crime has decreased by over 20%. Between 2009 and 2014, Police introduced alternative resolutions for adult offenders which, alongside a reduction in crime, reduced the numbers entering the justice sector pipeline by approximately 39%. Whilst crime and Court proceedings decreased over that period, the prisoner population increased by around 12%. The prisoner population is more a reflection of how the system has chosen to deal with crime rather than the amount of crime it has dealt with.



Counties Manukau Example

The most relevant recent example of justice sector pipeline impacts from additional Police numbers is the experience in Counties Manukau. That district gained 300 extra Police officers between December 2008 and December 2010. Over this time, there was no significant increase in prosecutions for total or serious crime.

The extra staff were deployed according to the Prevention First model strategy which focuses on addressing the drivers and causes of crime, and minimising impacts on the justice pipeline.



Reducing pipeline pressures

The Safest Country: Policing 2021 investment contains a mix of initiatives that are likely to reduce sector pipeline impacts in some areas, and increase them in others – particularly around gangs, organised crime and drug supply. With the prison muster already projected to rise further, it is timely and necessary for Justice Sector agencies to work together closely and urgently to provide options to better manage pipeline pressures.

Justice Sector agencies acknowledge that opportunities exist to manage and reduce impacts across the justice sector in a way that will keep New Zealanders safe, while delivering better long term social outcomes. Agencies have a range of work underway looking at operational, policy and legislative options to reduce pressures in the justice sector pipeline. The goal is to remove unnecessary volume and cost from the pipeline, and pursue more effective interventions alongside other partners to reduce reoffending and deliver better long term outcomes for New Zealand.

Over the next four years we will continue to work with our Justice Sector colleagues in the following areas of existing or potential further work:

- Extending the use of system discretion
- Expanding the use of formal non-court pathways (i.e. Iwi/Community Panels)
- Cross-agency coordination to improve efficiencies across the justice system
- Other options to help reduce pressure on prisoner numbers
- Delivery across sector BPS and Policing 2021 targets

Monitoring the justice sector pipeline

Given the recruitment track will take four full years to complete, the full impacts on the pipeline will not be felt until after the end of year four, and in fact will likely be deferred out further as more complex cases take some time to reach sentencing conclusion. Predicting the impact of additional Police staff ahead of time is a considerable challenge, and disentangling the subsequent impact on the system from the myriad of other factors that impact on crime and sector pressures would be no less challenging.

WHAT WE DO HE AHA Ā TĀTOU MAHI

OUR STRATEGIES

PREVENTION FIRST MODEL
TAKING EVERY OPPORTUNITY
TO PREVENT HARM



TURNING OF THE TIDE
BETTER OUTCOMES FOR
NZ BY WORKING IN
PARTNERSHIP WITH IWI



SAFER JOURNEYS
REDUCING AND PREVENTING
ROAD RELATED TRAUMA



WELLNESS AND SAFETY
LOOKING AFTER OUR PEOPLE

OUR TARGETS

10,000 
**FEWER SERIOUS CRIME
VICTIMISATIONS BY 2021**

25% 
**REDUCTION IN
REOFFENDING BY MĀORI
BY 2025**

90% 
**HIGH OR VERY HIGH
TRUST AND CONFIDENCE
AND CITIZEN
SATISFACTION BY 2021**



GOVERNMENT TARGETS

**SAFER COMMUNITIES
TARGETS:
DELIVERING THE
9 OUTCOMES FROM
THE GOVERNMENT
INVESTMENT IN POLICE**

Our Prevention First Model is based on delivering services across four areas:

- Prevention
- Response
- Investigation
- Resolution

Wrapped around each of these services is Police's key operating model - Prevention First. It enables Police to focus activities on reducing offending and victimisation.

The Turning of the Tide strategy and Safer Journeys builds on the Prevention First focus and Police's collaborative approach. *The Turning of the Tide* strategy enables Police to work closely with iwi.

Safer Journeys sets out what Police can do in collaboration with transport sector partners to ensure a safe road system.

Wellness and safety and looking after our people is a central focus of what we do.

PREVENTION FIRST – NATIONAL OPERATING MODEL

The *Prevention First National Operating Model* implemented in 2011 supports a way of thinking that applies to everyone in New Zealand Police. *Prevention First* is designed to support and enhance the delivery of our key outcomes: reducing victimisation, social harm, and crime and road trauma; and increasing trust and confidence. Police services worldwide undertake core policing activities including prevention, response, investigation and resolution. At the centre of New Zealand Police's approach is a shift in mind set, processes and policies that direct more resources to activities that prevent further harm, are explicitly victim focused, and are aligned with our purpose of 'Be safe, Feel safe', irrespective of which of the core services is being delivered.

Where we've come from

In 2011 and as part of *Policing Excellence*, we set out to reduce crime, focus on victims and change the mindset of our people – to put the prevention of harm at the front of our business. To make a significant change, we needed to do things significantly differently and the concept of 'Prevention First' was developed to meet this challenge. *Prevention First* is a balanced approach that recognises the importance of resolving crime, while emphasising the immediate and longer-term benefits of putting a prevention mind-set at the front, and victims at the centre, of how we police. It enables Police to respond appropriately to criminal offending, while recognising the need to change the long-term crime patterns across New Zealand. It expects Police to be smarter, technology-savvy, and to target resources on the most significant crime problems.

Finally, to support our shift to *Prevention First*, we brought the victim to the centre of policing. Rather than placing the emphasis primarily on locking up the offender, we ask all staff to provide a greater level of service and support to victims, including prevention of re-offending and therefore re-victimisation.

These original components of our *Prevention First* approach remain entirely 'fit for purpose' today.



Why is Prevention First still important?

We remain committed to the *Prevention First* way of policing. Crime in New Zealand still affects too many people, the road toll is high compared to the best international standards, and while trust and confidence in Police is high, we want to do better – particularly with youth, Māori, and other ethnic communities that are overrepresented as victims or offenders. To make New Zealand 'the safest country', we must continue to embed *Prevention First* as our operating model and continue to work closely with other agencies to deliver the best service to keep people safe.

To assess our success in embedding the *Prevention First* mindset, we will continue to evaluate the effectiveness of our initiatives and against our targets as detailed in 'Our Business'.

Prevention First 2017– 2020: Taking Every Opportunity to Prevent Harm

Prevention First now places greater emphasis on directing our resources to tasks that are shown to make a positive difference, supporting our aspiration to be a truly evidence-enabled police service. It re-emphasises that directing our resources to act swiftly against repeat and priority offenders, provide support and assistance to those repeatedly victimised and deploy to locations that repeatedly suffer disproportionate levels of crime resolving crime, are all critical to preventing future harm. We must build and leverage off strong, effective partnerships to support the people that we interact with every day. We must provide a consistent and excellent level of service to all those we interact with, ensuring that people who have experienced harm are able to begin the healing process as quickly as possible.

This refreshed approach to *Prevention First* is critical to 'Our Business'. It is aligned with the *Police High Performance Framework* that will equip our people with the mindset and tools they need to ensure everyone understands their purpose in the organisation and the part they play in ensuring that New Zealanders can 'Be Safe, Feel Safe'.

WELLNESS & SAFETY

New Zealand's global ranking in health and safety is relatively low⁴. To improve New Zealand's performance in this area, new legislation was developed to shift the focus from monitoring and recording health and safety incidents to proactively identifying and managing risks so everyone is safe and healthy.

Our purpose is Be Safe, Feel Safe. For our staff, this means ensuring they are safe when:

Entering dangerous situations where others are moving away from danger 	Encountering circumstances outside their training and experience 	Encountering rapidly changing, emotionally charged situations 	Facing situations and material that is distressing 	Entering unfamiliar settings, divergent layouts with unknown hazards 	Under pressure to put themselves at risk to protect the public 
---	---	--	---	---	---



Our Wellness and Safety Priorities

To develop a strong culture of Wellness and Safety in Police that is fully integrated at all levels, our Wellness & Safety Strategy focusses on four priorities:

1	2	3
Effective Leadership	Build Organisational Capability	Actively Manage Our Risks & Hazards
4		
Continually Improve Through Measurement & Monitoring		

⁴ New Zealanders are twice as likely to be killed or suffer serious harm as workers in Australia and six times more likely as those in the United Kingdom (<http://www.business.govt.nz/news/get-ready-for-health-and-safety-law-changes>)



The Future for Wellness and Safety

The Police High Performance Framework (PHPF) is focused on building a leadership culture that develops and supports our workers in all aspects of their employment, and on ensuring that all workers understand the critical importance of keeping our people healthy in mind and body so they are able to do their jobs effectively, whether on the frontline or in supporting functions. New Zealand Police uses the term ‘wellness’ to reflect health and safety in a broader, more holistic sense and our organisational culture therefore will actively support the wellness and safety of every team member to ensure they remain not only fit for work but also fit for life.

Our Wellness & Safety Strategy focuses on developing a greater awareness and understanding of the wide range of risks and challenges we face daily, and taking appropriate action to build resilience and manage, minimise or eliminate the risks to ensure that our people are well supported through effective leadership, training, equipment and culture to keep each other safe and well so they can prevent harm to others.

The Wellness and Safety Strategy sets out our aspirations for the future and is supported by a Wellness & Safety Action / Implementation Plan.

Case Study: Tactical Environment Safety Programme

OUR PURPOSE

**BE SAFE
FEEL SAFE**

HOW WE POLICE
MAKES PEOPLE
FEEL SAFE

WHAT WE DO
KEEPS PEOPLE SAFE

During 2015 staff expressed concern about the changing tactical environment. Staff felt that differences in the level of training being received by staff and their ability to access the full range of tactical options was exposing them and members of the community to unnecessary risk.

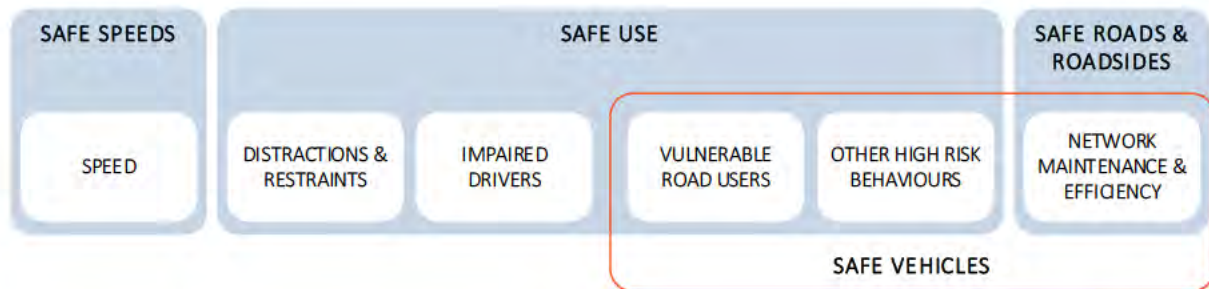
In April 2016 the Commissioner directed that Police move to a new responder model where the majority of constabulary staff would be trained as Level 1 Responders and have access to an increased number of tactical options, including firearms. In addition, the Commissioner directed that work commence to enhance New Zealand’s management of firearms to improve staff and public safety.

In May 2016 the Tactical Environment Safety Programme was formed in response to this direction. Charged with improving New Zealand’s overall management of, and response to, firearms-related issues, the programme is focussing on enhancing the level of situational awareness about the environment in which Police work and the level of staff preparedness to work safely in it. The outcomes of this project will be safer staff and safer communities through better processes and strengthened controls on firearms.

ROAD POLICING ACTION PLAN

In 2015 Police, in consultation with partners, provided New Zealand Transport Agency (NZTA) with a range of investment options to choose from for Road Policing Programme (RPP) funding to 2018. The approach to develop the options was to leverage the highly successful Safer Journeys Strategy (Safer Journeys). The process involved evaluating the relative benefits of various RPP activities against the outcomes that the model would provide.

As part of this process, Road Policing was divided into six activity areas aligned with Safer Journeys. The diagram below outlines the activity areas.



In order to maintain or improve what Police delivers, distractions and restraints have been combined into one activity known as 'In-car behaviour' for operational purposes. Each of these six activity areas have a number of actions which detail how the activity areas and the respective outcomes will be achieved.

New Zealand Police plans to approach road safety from a 'whole of Police' perspective. This will require a mind-set change to recognise that some road safety risks have their genesis in other focus areas – organised crime, family violence, alcohol and youth – and require a problem solving approach to change.

As Police we take our responsibilities to victims seriously and will utilise the victim graduated response model to ensure victims receive the appropriate level of response. Victims of crime and crash need to be the focus of Police attention from the initial call for service, right through to case resolution.



The Strategic Imperatives (Shown in the 'Why we're here' section) highlight for Police what we need to achieve. The Road Policing Action Plan to 2020 contributes to these by:

- Increasing the efficiency and effectiveness of its workforce by ensuring all staff are undertaking the right activities at the right times to help prevent road trauma.
- Lifting productivity by automating some activities and using technology to streamline processes, thus freeing up staff to focus on other high-priority road policing activities.
- Continuously improving its understanding of the road policing environment, leading to enhanced effectiveness and accountability.
- Consolidating our work to support the 'Safe System' approach in road policing, including general health and wellness.

TURNING OF THE TIDE

The Turning of the Tide strategy is aimed at reducing the number of Māori entering and re-entering the criminal justice system and dying on the road. Although Māori make up only 15% of the population, they feature disproportionately in statistics covering law, order and deaths on the roads. After much work, a bold vision from the Police executive and Māori leaders was created. In 2012 an aspirational goal was set for Māori to live full and prosperous lives, free from crime and road trauma. While it is still early days in our strategy, it is pleasing to report that Police and iwi partners are starting to make a difference. After years of monitoring seemingly unassailable statistics, the upwards trend in the proportion of first-time offenders - youth and adults - who are Māori has stabilised.



Turning of the Tide Objectives

1	Prevention	Reduce numbers of Māori from entering the criminal justice system to begin with
2	Reduce re-offending	For those that do enter, make sure as few as possible come back again
3	Change behaviour	Use Police's resolution processes to change behaviour
4	Reduce road risk	Identify risks for Māori road users and mitigate them

COLLABORATION WITH OUR PARTNERS

To make certain that we deliver on our purpose of ensuring New Zealanders can 'be safe and feel safe' we are increasingly co-operating more closely with other agencies. Shared accountability is also becoming more prevalent. In particular, resources and interventions from justice and social sector agencies need to be aligned and coordinated to address deep-seated 'system' challenges.

Police is able and willing to take a leadership role at both national and local governance levels where this is appropriate, and we stand ready to support our partners to deliver more effective outcomes. Over the next four years our transformation programme, *The Safest: Country Policing 2021*, will deliver even more commitment to our cross sector work in the form of improved processes and more front-line resources. Our numerous sector contributions are illustrated below.

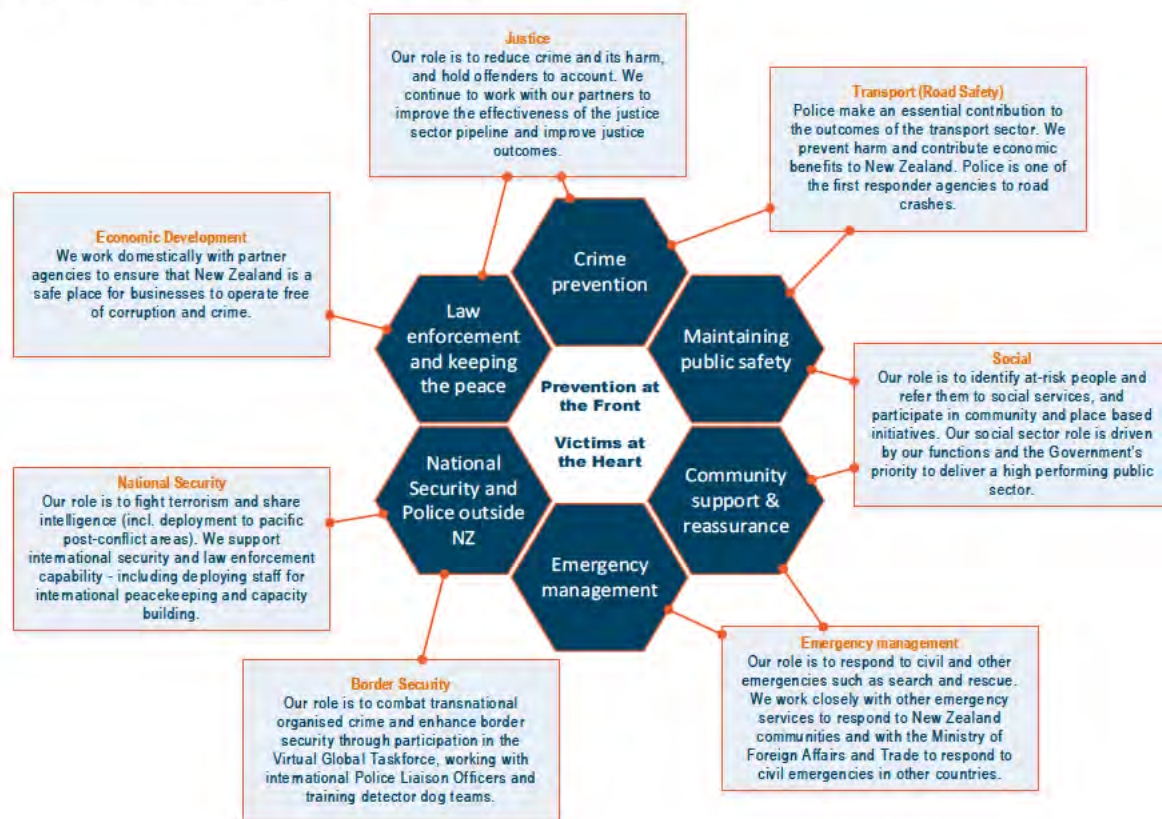
Police is utilising technology to increase collaboration and information flows across the sectors we operate in and to move to citizen-centred services spanning multiple agencies. For example, Police is a lead contributor to the all-of-government Service Innovation Working Group and the Better Public Service initiatives.

Cross Government work programmes

We will continue working effectively across government, particularly within the following work programmes:

The Gang Action Plan	Investing in Children work programme	Criminal Justice Response to sexual violence victims	Family violence legislation	Social Investment /Place-Based Initiatives	Youth Mental Health programme	Cross-agency information sharing
National Cyber Plan	Inter-agency Committee on Drugs	International Anti-Corruption Coordination Centre (IACCC)	The Enhancing Identity Verification and Border Processes Legislation Bill	The Whole of Government Radio Network	The Justice Sector Custodial and Escort Management Model	Australian offender deportation

Our functions and sector contributions



HOW WE DO IT HE PĒHEA E MAHIA AI E TĀTOU

OUR PEOPLE

ARE:

- › VICTIM FOCUSED
- › VALUED
- › EQUIPPED AND ENABLED
- › SAFE AND FEEL SAFE
- › HIGH PERFORMING

OUR PARTNERSHIPS

WORKING TOGETHER TO
ACHIEVE COLLECTIVE
IMPACT WITH

- › IWI AND COMMUNITIES
- › SOCIAL, JUSTICE,
TRANSPORT AND
SECURITY SECTORS
- › OUR BUSINESS
PARTNERS

OUR TRANSFORMATION PROGRAMME

THE SAFEST COUNTRY POLICING 2021

SAFER WHĀNAU

IWI AND COMMUNITY PARTNERSHIPS

POLICE COMMITMENT TO SOCIAL INVESTMENT

SERVICE DELIVERY AND MODERNISING OUR BUSINESS

POLICE HIGH PERFORMANCE FRAMEWORK



Achieving the goals identified in this plan hinges on successfully implementing our transformation programme, *The Safest Country Policing 2021* and on our ability to make strategic choices. To guide our strategic choices, this plan identifies five principles for an effective police service.

Our People are critical to delivering high performance policing services. Our People are supported by many elements within our workforce capability strategies. These strategies are outlined in this plan and provide insight into how Police will:

- continue to embed a strong victim focus across our organisation.
- ensure that our staff are equipped and enabled to operate effectively, safely and efficiently.
- further develop a culture of excellence in keeping our employees safe.
- become a performance-focused organisation.

In addition to investing in our people, our on-going investment in technology innovation is critical to delivery. We have a wide range of technology initiatives and activities that will lead to innovations in how we police and ensure that our frontline staff have the tools to operate effectively.

PRINCIPLES FOR DELIVERING AND ENABLING OUR BUSINESS

Police aims to be highly effective in delivering services that address immediate need whilst preventing future harm and reducing long term demand.



Five principles will guide our strategic choices by providing a framework to 'measure' proposed choices against. The development of a Long Term Investment Plan (detailed in the financial section) will then build on these principles to provide greater detail regarding the choices that we must make.

PRINCIPLES	FOCUS
1. Responding effectively to demand	<p><i>What strategic choices do we need to make to enable the organisation, including the frontline, to respond effectively to demand?</i></p> <p>Focuses on acting quickly and effectively to respond to immediate need or the changing nature of demand.</p>
2. Evidence enabled action	<p><i>What strategic choices do we need to make to develop a robust evidence base of policing activity that delivers more effective action?</i></p> <p>Focuses on choosing courses of action that are known to be highly effective in the short, medium & long term.</p>
3. Preventing future harm and reducing long term demand	<p><i>What strategic choices do we need to make to prioritise action that prevents future harm and reduces long term demand?</i></p> <p>Focuses on Police regularly looking to the future, prioritising action that has the greatest impact in preventing future harm and reducing long term demand and will also enable us to be better prepared for emerging challenges.</p>
4. Network of public safety and harm reduction	<p><i>What strategic choices do we need to make to being an effective and collaborative member of a network of public safety and harm reduction?</i></p> <p>Focuses on Police sharing resources and expertise with partner agencies, non-government organisations and communities to improve outcomes for New Zealanders.</p>
5. Enabling our business	<p><i>What strategic choices do we need to make to improve the supporting and enabling functions within Police so our frontline officers can respond more effectively and efficiently?</i></p> <p>Focuses on Police understanding and improving the systems, processes and functions that support and enable the frontline, directly and indirectly.</p>

THE SAFEST COUNTRY: POLICING 2021 - WORKSTREAMS

Safest Country Policing 2021 is the Police's strategic transformation programme. It builds on the success of Policing Excellence: The Future. Our vision for Police is to have the trust and confidence of all. To achieve this, Police aim to increase its performance, productivity and efficiency through initiatives that will help reduce the crime rate even further, as well as deliver better outcomes for New Zealanders (making New Zealand a safe place to live, work and do business).



Criminal and antisocial behaviour is closely correlated to a number of complex, inter-connected and often intergenerational issues. Ultimately, the decision to commit crime is a choice that will not be tolerated and offenders will continue to be held to account. Nonetheless, offenders often need tools and support to help turn their lives around and address the drivers and complex issues behind their offending, such as dealing with past or current abuse, mental health needs, drug and alcohol addiction and a dysfunctional living environment.

Through *The Safest Country Policing 2021* programme initiatives we 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.

With more frontline staff, this means being increasingly proactive and reaching out to households identified as at-risk before more serious issues emerge. 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.

1. Safer Whānau

Our Safer Whānau vision is to drive down the significant harm to families caused through violence and reduce the number of Māori, especially young Māori, entering the criminal justice system, leading to better outcomes for all New Zealanders.

PROJECTS	DESCRIPTION
Safer Whanau	We are seeking to deliver practice and mind-set changes focused on improving internal Police processes and practices in a culturally effective way that prevents further victimisation and offending. We are providing frontline staff with tools that allow them to focus on the people at the scene and not the process and to focus on the quality of investigation at a family harm episode (i.e. think about the people there and be concerned about their safety).
Integrated Safety Response to Family Violence (ISR FV)	We are part of the Ministerial Group for Family Violence and Sexual Violence work programme. This pilot of a new multi-agency response aims to provide an improved collective government and non-government responses to at-risk families/whānau. Key features include improved safety for victims through early identification and response after a report to Police or referral from Corrections, and improvements to the way offenders and victims are managed.
Whāngaia Ngā Pā Harakeke	Police, iwi and partners are piloting new local collaborative approaches to prevent ongoing family harm in support of each of the Government's three place-based initiatives that take into account local demand, iwi and local capacity and capability. The model is based on a national conceptual framework (<i>Whāngaia Nga Pa Harakeke</i>) that focuses on those at risk because of family violence by realigning existing Police resources, working in partnership with iwi and communities, and building better cooperation amongst partners.
Prevention First Refresh	As detailed earlier in the plan, Prevention First remains our national operating model, and is being refreshed to incorporate evidence based policing and to reflect changes in our demand pressures.
Targeted Prevention and Response	This includes additional emergency response staff and more investigators to ensure prolific and serious offenders are caught and dealt with more effectively. In particular there will be more resources in areas that impact on the most vulnerable - children, victims of violence including adult sexual assault, and those that suffer at the hands of gangs and drug dealers. Police is committed to driving down rates of serious crime, improving clearance rates for home burglary and responding urgently and effectively when those in danger need urgent assistance.

RESULTS		
Improved initial response through better intelligence	Reduce paperwork burden on frontline staff to free up time for additional response	Strengthen commitment to Māori and the Treaty
Reduce offending and victimisation in the most victimised communities	Provide a more consistent service to victims	Provide a more effective and targeted service for whānau, victims and young people
Significant contribution to ministerial priorities around Family Violence	Reduced harm in communities by adopting joint investment and thinking approaches	Provide a joined up service across agencies for victims of family violence

2. Iwi and Community Partnerships

Our vision for Iwi Community partnerships is to drive down the significant harm to families caused through violence and reduce the number of Māori, especially young Māori, entering the criminal justice system, leading to better outcomes for all New Zealanders.

PROJECTS	DESCRIPTION
Iwi Partnerships	We are seeking to strengthen Police's relationships and partnerships with iwi to develop further joint (including iwi-led) solutions to reduce Māori offending and victimisation; and address Māori over-representation in the criminal justice system. This includes iwi panels (three pilots in place) and marae-based innovation hubs (first pilot scheduled for Nga Hau e Wha in Christchurch).
Pasifika/Ethnic Communities	As mentioned previously in this plan, 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 Māori and iwi. These staff are particularly important to prevent family harm in cultures where such behaviour may be normalised, and also in working alongside communities with a national security focus.

RESULTS	
Provide a more effective and targeted service for iwi and ethnic communities	Strengthen commitment to Māori and the Treaty
Work in partnership and build trust and confidence with iwi and ethnic communities	Reducing harm in Māori and ethnic communities
Support local communities to build capability and capacity by adopting greater social investment thinking	Contribute to greater social cohesion of all ethnic communities within New Zealand

3. Police Commitment to Social Investment

New Zealand is ranked fourth in the world on the 2016 Global Peace Index, published by the Institute for Economics and Peace. These projects in conjunction with the projects in other work streams detailed in the section will enable Police to act as a facilitator and connector within the social investment framework. This will help reduce crime and enable Police to implement a social investment approach to improve the lives of New Zealanders.

Our approach to Social Investment is to build trust and confidence in police decision making. Evidence Based Policing (EBP) is a principle-based approach that will see Police use evidence to inform our professional judgment, to deliver 'Our Business'. EBP provides a significant strategic opportunity for Police to develop a world-class knowledge base that will benefit not only police, but government agencies, universities and the broader social and justice sectors.

PROJECTS	DESCRIPTION
Policing - Justice Evidence Based Centre	Will provide a centre of expertise to create and coordinate research and social investment thinking within Police, as well as with our partnership network. The centre will house core research activities and facilities for the presentation of policing evidence. We will see the establishment of a network of research partners as well as a primary research partner. This will enable Police to access greater capability, capacity and insights beyond our own staff and resources. We will also create the delivery mechanisms to promote and disseminate evidence so that it's translated into practice. By embedding evidence into strategy, operations and tactics, using evidence becomes part of the way we do business, and support the government's wider social investment agenda.
Data	We will bring skills in evidence based data science, statistical analysis, and administrative data, and determine how all of this can be used to enhance Police performance and effectiveness. Through this project we will aim to drive efficiencies and inform decisions. This may include monitoring trends in Big Data, analytics technology and methods, and innovations being introduced in this area by Police agencies around the world.
Performance	We will lead the development of evidence-based performance indicators for New Zealand Police, including managing the drafting of proposed performance indicators, assess them against the criteria for good performance measures.

RESULTS		
Increased trust and confidence of NZ public in police decision making	Enables NZ Police to develop a reputation for smart, evidence enabled outcomes	Better use, deployment and integration of capability and capacity of Police resources
Improved understanding of the strategies and tactics that best impact on the criminal environment	Building of a New Zealand evidence base around 'what works' in policing – providing insight into policing and long-term investment decisions	Facilitates Police as a learning organisation – officers learn from their own practice and adapt
Police – Justice commitment to social investment	Police data and evidence is more widely used to inform decision making across the social, justice and transport sectors	Better all-of-government investment decisions. Police build skills in data analysis to complement its already substantial investment in intelligence analysis and research

4. Service Delivery

Our aim is to improve the way Police deliver services and the way we interact with the public and other agencies for non-emergency matters.

Over the next four years we will improve the customer service experience so that when the public get connected, they connect to who they need and when they need it. This will contribute to maintaining the trust and confidence of the New Zealand public.

PROJECTS	DESCRIPTION
Single Non-Emergency Number	Improving public access to Police including via telephone (centralised telephony/single non-emergency number) and other channels to make interactions with Police simpler, faster and easier.
Online Reporting	More citizen interaction will be enabled via digital services, for instance online management of Police vetting, management of firearms licenses and online crime reporting. Use of social media, such as Facebook, has also increased significantly and is expected to become an even more significant channel for Police to interact with citizens.
Rural Duties Officer Network	Up to 40 of the 140 extra officers for regional and rural areas will form a Rural Duties Officer Network. Working in a similar way to other liaison officers, this network would also focus on supporting more isolated rural communities not located within 25 kilometres of a 24/7 Police response capability.
Effectiveness and Efficiency	We will continue to build on our productivity gains through our mobility programme while also ensuring that our frontline service are as effective and efficient as possible.

RESULTS	
Responsive 24/7 access to Police for non-emergency matters via telephone and other channels (e.g. online)	Improved and enhanced case management systems and processes for greater consistency and effectiveness
Police more effective, efficient and productive	Simpler, faster and easier interaction with Police that results in increased public trust and confidence
A Rural Duties Officer Network will be focused on rural issues, building strong local networks and supporting confident rural communities	A Rural Duties Officer Network will build stronger relationships with community leaders and members, and ensure there is dedicated Police resource focused on addressing the unique issues that face rural communities

5. Police High Performance Framework

The Police High Performance framework (PHPF) aims to help Police improve our performance to enable NZ Police to be the best we can be in delivering 'Our Business' for the people of New Zealand. To help us deliver our PHPF, we have partnered with the Steel Institute of Performance (SIP). The PHPF is the Police branded deployment of Steel Performance Optimisation Process™.

This programme of work aims to support all our leaders and ensure each individual experiences great leadership at every level of the organisation. The programme will deliver a consistent set of tools to make it easier for our leaders to:

- Create positive culture
- Support people to perform to their potential
- Set and manage performance expectations
- Build capability in relevant ways
- Help employees honour their purpose

The programme will be delivered in 5 stages, aligned to the 5 frameworks. All Police staff have been involved in the first stage of the programme during 2016. The full programme will be fully implemented by the end of 2019.

BENEFITS		
A shared set of tools – to help leaders build a high performance culture amongst their workgroup	Understanding of purpose – staff understand their purpose at work and how that contributes to Our Business	World-leading performance expertise – to further every individual's performance
A common language – for leaders to discuss performance and drive changes in their workgroups	Equips leaders with the knowledge on how to optimise their personal and their team's capability	A Police wide performance management process – consistent across all levels

OUR PEOPLE

Our People are critical to how we deliver 'Our Business'. They need to be victim focused, valued, equipped and enabled, be safe and feel safe, and be high performing. More detail is found in 'Our People' included in Appendix 2.



1. Victim focused	Prevention First was launched as Police's operating model in December 2011. It is a balanced approach recognising the importance of resolving crime, while emphasising the immediate and longer-term benefits of putting prevention at the front, and victims at the centre, of how we police. Underpinning prevention is the fundamental principle, that avoiding victimisation in the first place is always better than delivering even the most effective Police response.
2. Valued	Police are in the unique position of being viewed by the public as a 'leader' regardless of rank or title. It's important that as staff we walk-the-talk and align ourselves with our values in everything we do.
3. Equipped and enabled	<p>Ensuring that people are equipped and enabled is essential to effectively deliver Police outcomes. Training will be continually reviewed to ensure Police is enabling high performing people across the full range of policing activities.</p> <p>ICT is utilised to equip our people with information and digital services to enable their duties, help them stay safe and connected and to ensure Police can operate efficiently and effectively. Police are using ICT to enable the Prevention First strategy through tools to utilise Police and external information to develop prevention strategies and tactics and to predict trouble-spots. ICT services will also be important for the success of <i>The Safest Country: Policing 2021</i> and outcomes. Some of the key innovative activities to equip our people are detailed later in the next section.</p>
4. Safe and feel safe	With a commitment to "Be Safe, Feel Safe" and "Prevention First", Police recognise the importance of developing a positive culture toward Health & Safety. It is Police's goal to be recognised leaders and role models for effective high risk agency Health & Safety practices and results. The end state will see Police with a robust Health & Safety system that is suited to our working environment.
5. High performing	Police recognise achieving excellence from its people will require a high performance culture and the development of high performance people management practices. It is Police's goal to reduce tolerance for poor performance and behaviour and by supporting and encouraging our people to perform and manage their staff effectively. One of the key initiatives being rolled out is the high performance framework to improve leadership capability at each level of the organisation.

INNOVATION

To support 'Our Business', we will continue to invest in new activities and initiatives that will drive innovation in how we police and ensure that our staff have the necessary resources to perform effectively. Police has, and continues to make use of innovation and technology to meet many of its challenges.

A fully digital frontline will provide major efficiency and productivity gains for Police, and make it easier for our customers to complete their transactions with us easily in a digital environment. This technology will require continued investment to ensure long term sustainability and effectiveness.

Information and Communication Technology (ICT) Innovation

We are equipping our people with tools and technology that enable officers to spend less time behind a desk and more time out in their communities, where they can make the most difference in preventing crime.

Mobility Programme

Mobile devices have been provided to all frontline and many other staff to allow more time to be spent on the job and to be better connected and informed. The OnDuty mobility application is being evolved to provide a range of information to frontline officers as well as to allow them to perform the majority of their activities out of the station and directly without need for paper forms and duplication of effort. The mobility programme has produced significant financial and operational benefits to Police.

As mentioned previously, investment in our Mobility programme and related 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.



Since the roll-out of tablets and smartphones began in 2013 as part of Policing Excellence, Mobility has revolutionised the way we operate, and New Zealand Police is now one of the most mobile fleets in the world.

Mobility is a fundamental enabler for New Zealand Police to deliver 'Our Business'. The Mobility Action Plan to 2021 sets out our smartphone technology aspirations for the next five years that will enable our frontline staff to be more mobile, visible, informed and effective than ever before.

MyPolice

The MyPolice application, which was completed in April 2017, will allow more effective use of people and more efficient processing of all staff related matters. It is expected that this will enable a range of benefits to management, staff and Police outcomes.

Business Insights Platform

A business insights platform has been established, which is progressively being utilised to provide an up to date, cross-system, graphical, rich data reporting capability not previously available to Police managers, strategists and operational staff. These tools will be built on, through the Information Platform, Spatial Data Management Platform and Evidence-Based Policing programs, to help ensure Police resources are focused where they can do the most good and to support the continuous improvement process.

How Police is innovating through ICT

We operate strategic partnerships with commercial providers, including Vodafone, Tait and Hexagon. For example, the co-development of the OnDuty application with Hexagon has produced financial benefits to Police as well as providing a solid cooperative relationship on which to continue to improve the software and service.

We leverage the ICT Strategic Partnerships, the Service Design Centre, and the Mobility Innovation Lab and Experience Centre to develop people-centred solutions for complex process and problems, using technology as an enabler rather than a solution in itself.

The Agile Development Centre is used to ensure software development is done with a tight feed-back connection with the people and processes that the software supports, ensuring a better overall fit with the business and a better user experience, in turn resulting in better outcomes for Police.

The increased use of shared and cloud services will create opportunities for easier collaboration with other agencies, less capital investment on ICT infrastructure and more ability to adopt quickly to demand and environmental changes.

More citizen interaction will be enabled via digital services, for instance online management of Police vetting, management of firearms licenses and online crime reporting. Use of social media, such as Facebook, has also increased significantly and is expected to become an even more significant channel for Police to interact with citizens.

ICT challenges

We have a number of ICT challenges that are summarised below:

Delivery models	Influences such as the proliferation of as-a-service solutions, the GCIO's cloud strategy, development of cross-agency integrated services and the changing skillset and capabilities needed to deliver and operate ICT services indicate the need to keep evolving our ICT service delivery models. The models already used by Police range from strategic partnerships, outsourcing, cloud services, use of COTS applications on Police platforms, to fully in-house developed and operated solutions. We expect we will continue to use a mixture of models to utilise the advantages of each with respect to both short term and long term objectives, but the delivery processes and criteria for choosing ICT solutions may need to be adapted as the drivers for and against each model evolve.
Digital Content	The quantity and channels for collection of digital content are likely to increase significantly in the coming years. Increases are likely in operational and corporate records, digital evidence collected on the frontline and submitted by the public, shared sector resources, big data and content from other external sources. The systems and processes to utilise, store, manage and discard or archive this content will need to be established and kept aligned with the business needs if we are to achieve the desired benefits and manage the costs and risks.
Demand	ICT services increasingly need to be agile to changing business needs and expectations. The changing demand may be short-term, such additional devices for a major investigation, or long-term and transformational, such as in response to a change in legislation or strategy. Ideally, the ICT systems and information frameworks will evolve with – or in anticipation of – changes to business needs. The challenge is to maintain this flexibility without the wastage associated with holding resources in reserve. This also includes managing the risks and opportunities around 'shadow IT', to support business freedom with adequate enterprise control.
Operational costs	The drive to digital services is providing significant gains in effectiveness and service offerings but often increases ICT costs. Additionally, the factors above mean that it is increasingly difficult to forecast the operational ICT costs for Police across all staff and services. The ICT asset quantities, operational volumes and transformation expectations can change significantly within a financial year. The challenge is to forecast and constrain cost increases while supporting increased use and dependence on digital services and ICT activities year on year.

Inter-Agency Innovation Projects

Increasingly, Police has been embarking on inter-agency projects towards wider government outcomes. The inter-agency relationships, connections and processes are exponentially increasing the information and capabilities available to Police as well as enabling other stakeholders to help Police outcomes. They are also likely to progressively open up new opportunities to further improve Police and sector outcomes. Examples of innovative inter-agency projects are:

Examples

The following table illustrates some examples of inter-agency innovation projects:






Integrated Safety Response for Family Violence (ISRFV)	ISRFV is a system being developed by the Police to support a project initiated by the Ministerial Group on Family Violence and Sexual Violence (MGFVSV). The system will enable a new operating model for an integrated response to family violence, supporting increased collaboration between all agencies and NGOs delivering Family Violence services.
Child Sex Offender Register	The Child Sex Offender Register (CSOR) project (described in an earlier section).
Victim of Crime Life Event (VoCLE)	<p>A business case for the Victim of Crime Life Event (VoCLE) is being developed. The objective of the project is to deliver a customer-centric integrated digital service for victims of crime that will significantly improve services to meet their needs by simplifying and streamlining their interactions with the various agencies and other organisations' processes. This project will provide integrated digital services to complement and support other services to victims, such as face-to-face, rather than replacing them.</p> <p>This is a collaboration of multiple agencies and directly supports the government's digital transformation ambitions.</p>
The Whole of Government Radio Network (WGRN) project	This project is a collaboration of multiple agency initiative to utilise shared communications infrastructure to reduce the overall cost to government while improving services to the public.



MANAGING WITHIN BASELINE

LONG TERM INVESTMENT PLAN (LTIP)

The Long Term Investment Plan (LTIP) captures Police's overarching organisational view of what we will need to invest in to support the delivery of our longer term goals, including our investment needs (both capital and near capital investments) and any uncertainties, assumptions, challenges and any opportunities that could be reasonably forecast. The plan will describe the existing settings, mid-term settings that will result from strategic initiatives outlined in our Four Year Plan, to the impact of longer term strategies such as our property strategy and refreshed Information and Systems and Strategy Roadmap.

What we want to achieve				
New Zealand is the safest country with trust and confidence of all				
Target and catch criminals	Prevent crime and victimisation	Deliver a more responsive Police service	Improved trust and confidence	
How we will become the most effective police service				
Principle 1	Principle 2	Principle 3	Principle 4	Principle 5
Respond effectively to demand	Evidence enabled action	Prevent future harm and reduce long term demand	Network of public safety and harm reduction	Enabling 'Our Business'
Delivering 'Our Business'				Enabling 'Our Business'
Prevention First: Operating Model The Turning of The Tide Safer Whanau, Evidence Based Policing Road Policing Action Plan Safer Journeys Gang Action Plan Youth Crime Action Plan				Mobility / ICT Property / Fleet Data quality / info sharing Training Equipment Wellness & Safety Workforce Management Safest Country: Policing 2021, Service Delivery Model (incl. Access)
Areas of Planned Investment				
Investing in 'Our Business'				
	Knowledge of a changing operational and strategic policing environment (improved intelligence capabilities).			
	Contribution to national security strategies and operations.			
	Investigation of cyber- and technology-related offending (NHTCG programme).			
	Ability to respond and adapt to operational challenges (Mobility programme, TESP + BARP, Vehicle Programme).			
	Engagement with changing communities – diversity/urbanisation (Auckland Metro, Safer Whanau, Communications, Maximising presence in communities).			

Police's long term investment needs, aligned with our strategic outcomes, will be presented against four investment categories:

- *Non-discretionary*: required by legislation or directed by Government or where Police has been directed to take the lead on a system-wide proposal.
- *Transformational*: a step change in service delivery; for example, those capabilities transformed by our investment in *The Safest Country: Policing 2021 Transformation Programme*.
- *Core*: investments that ensure ongoing services in their current form (these are most often like-for-like asset management investments).
- *Growth*: investments that enhance or grows existing services.

The following table highlights Police's key programmes and projects over the next four years and the benefits we expect to realise.

Project	Description	Benefits
Vehicle Replacement Project	The ongoing investment of baseline funding in maintaining a fit-for-purpose Police vehicle fleet (at the optimum balance between affordability and performance). A new contract is now in place for the period 2015 to 2020. This project will also ensure that Police have access to smaller vehicles and a pool vehicle booking system.	<ul style="list-style-type: none"> Invests in a fleet that balances fleet type with use requirement, including management of demand. Saves approximately \$1.5 million per annum in both 2016/17 and 2017/18 financial years (estimated based on projected purchasing of these vehicles).
Police Property Programme	This Programme aims to set out the principles for property investment decisions which support the needs of a modern police service. A Property Strategy will be developed to inform future investment decisions regarding Police property. This programme may include joint ventures with other agencies (Department of Corrections and/or Ministry of Justice) but this is still to be confirmed.	<ul style="list-style-type: none"> Supports the needs of a modern police service.
Mobility Programme 2015-2017	This programme aims to continue the investment in Mobility to improve, increase and sustain the 'more street than station' philosophy. For more information on the Mobility Programme see the Innovation section of this plan.	<ul style="list-style-type: none"> Increases access to real-time information and creates applications which are "smart, fast and easy". For more information on Mobility benefits, see the Innovation section of this plan.
Body Armour Replacement Programme	Provides guaranteed safety equipment to our staff at a level that is commensurate with the evidence based risks of the NZPOL current operating environment - protecting frontline responders from assaults involving weapons, particularly edged weapons and from (potentially lethal) assaults with firearms.	<ul style="list-style-type: none"> Ensures our responders are wearing a safe, comfortable and functional body armour system. Meets health and safety legislation requirements. Meets the ongoing need for replacement of body armour systems, over the whole of life.
Air Support Unit Upgrade	Police will look to renew and expand the Air Support Unit capability in order to meet the needs of the future Auckland Metro and National operating environment.	<ul style="list-style-type: none"> Improves delivery and enhances informed decision making as a result of a better command platform and extended operational capability.
TESP⁵: Police Operational Capability Project	Currently, Police has a three tier Responder Model with staff trained to one of three capability levels. Different approaches to assessing and managing risk by different commanders have led to variations in the number of staff trained at each level in each district and variations in the amount of equipment available to them. This project aims to address the potential for Police to fail in responsibly managing the level of risk faced by frontline staff and the public.	<ul style="list-style-type: none"> Reduces harm to officers, improves staff engagement and reduces transition training required for staff to assume other roles (due to higher trained state). Improves timeliness of response, training and equipment, and response provided (leading to increased public trust and confidence).
TESP: Arms Safety and Control Project	The current management and administration of firearms across New Zealand is inefficient and lacks sufficient quality management and assurance systems. There is limited use of technology, and where it is used it is not used to its complete potential, resulting in a flawed service delivery model both internally and public facing. The current decentralised firearms management structure spread between the Districts and PNHQ does not provide consistent and appropriate advice to the public in regard to issues pertaining to firearms.	<ul style="list-style-type: none"> Increases customer service and quality of process – meeting purchase agreement. Improves quality of information available to frontline staff attributed to risk increases. Improves ability to share information as appropriate – such as the Ministry of Foreign Affairs & Trade and Customs.
Radio Assurance	The investment objective for this project suite is to maintain Police's core capability to deliver effective radio communications to officers in the field through to 2023.	<ul style="list-style-type: none"> Maintain radio coverage in urban and rural areas. Maintain radio coverage on State highways. Reduced ongoing operating costs for radio sites.

⁵ Tactical Environment Safety Programme

APPENDICES

APPENDIX 1: IMPACTS

The link between our outcomes, impacts and activities are illustrated below. This framework gives context to our impacts and informs the structure of the impact measures in this section.

OUTCOMES			
BE SAFE Our Mission: To be the safest country		FEEL SAFE Our Vision: To have the trust and confidence of all	
<div><div>Reduce the number of serious crime victimisations by 10,000</div><div>Contribute to a 25% reduction in reoffending by Maori</div></div>		<div><div>Build trust and confidence to 90%</div><div>Increase citizen satisfaction to 90%</div></div>	
IMPACTS			
1. PREVENTION	2. RESPONSE	3. INVESTIGATION	4. RESOLUTION
Crime & social harm in our communities is prevented	Public satisfied with police response & victims supported	Offenders and causes of harm identified	Offenders held to account & victims supported
<i>95% of New Zealanders live within 25km of a 24/7 Police base</i> <i>Reduction of assaults on children, and reduction of total victimisations</i> <i>10% reduction in deaths from Family Violence (contribution)</i> <i>Increase referrals of young people to re-engage in education</i>	<i>Increase the percentage of people who expressed full or quite a lot of trust and confidence in Police (Total, Māori, Youth & Victims)</i> <i>More than 90% of 111 emergency calls answered within 10 seconds</i> <i>One minute faster median response times in urban and rural areas</i>	<i>Increase percentage of homicide, sexual assault and serious assault investigations finalised within 12 months</i> <i>Maintain Victim Support offices' satisfaction with Police</i>	<i>At least 98% Police attendance at home burglaries within 48 hours</i> <i>\$400 million of cash and assets seized from gangs and organised crime over the next four years</i>
ACTIVITIES			
Licensed premises checks Bail checks Foot patrols Lost & found Risk assessments Controlled purchase operations Prevention advice Youth programmes Organised crime operations International/ overseas Education Breath tests Referrals to agencies Diplomatic protection Intelligence	Call centre Public counter General scene attendance Mortuary procedures Search & rescue Traffic management	Assess, guard scene and apprehend Active investigation Coronial inquest Crash investigation	Prosecution Non-prosecution actions Incident follow-up Report Court attendance Execute documents Prisoner escorts

Impact 1: Prevention

Crime and social harm in our communities is prevented.

Measure		Source	2011/12	2012/13	2013/14	2014/15	2015/16
KEY MEASURES	95% of New Zealanders live within 25km of a 24/7 Police base	Police Statistics					New measure for 2017/18
	Police contribute to reducing assaults on children (currently BPS target 4)	MoJ	3,195	3,181	3,178	3,118	3,002 ⁶
	Police will partner with the Ministry of Education to identify and refer 1000 young people each year (under 18 year olds) to re-engage in education and put them back on a pathway to achieve NCEA level 2)	Police Statistics					New measures for 2017/18
Reduce the total victimisations recorded per 10,000 population		Police Statistics	n/a	n/a	n/a	n/a	New measure for 2016/17
Reduce the number of repeat victimisations recorded per 10,000 population		Police Statistics	253.3	232.1	237.6	301.4	298.8
Decrease in the number of fatal and serious injury crashes per 10,000 population		Ministry of Transport	4.5	4.5	4.2	4.4	4.6
Decrease in the number of victimisations for serious assault resulting in injury per 10,000 of the population		Police Statistics	n/a	n/a	n/a	New measure for 2015/16	19.6
Decrease in the percentage of breaches of Police Safety Orders		Police Statistics	6%	6%	8%	8%	9%
Decrease in the percentage of road users travelling over the 50 km/h speed limit		Ministry of Transport	59%	53%	56%	52%	46%
Decrease in the percentage of road users travelling over the 100 km/h speed limit		Ministry of Transport	31%	25%	25%	22%	23%
Decrease median breath alcohol level for adults caught exceeding the limit (in micrograms per litre)		Road Policing Support	n/a	n/a	n/a	New measure for 2015/16	650

⁶ Result at March 2017

Measure	Source	2011/12	2012/13	2013/14	2014/15	2015/16
Decrease in the number of young drivers (15-24 years) killed or seriously injured* in crashes	Ministry of Transport	354	380	327	354	368
Decrease number of pedestrians killed or seriously injured* per 10,000 population	Ministry of Transport	0.77	0.77	0.74	0.72	0.75
Decrease in the number of cyclists killed or seriously injured* per 10,000 population	Ministry of Transport	0.31	0.27	0.30	0.28	0.23

* includes those who die in hospital, i.e. not all who die in road crashes

Impact 2: Response

Public satisfied with Police response & victims supported.

Measure		Source	2011/12	2012/13	2013/14	2014/15	2015/16
KEY MEASURE	Increase the percentage of people who expressed full or quite a lot of trust and confidence in Police for:						
	• Total	Citizens' satisfaction survey	77%	79%	78%	78%	77%
	• Māori					New measure for 2015/16	65%
	• Youth		n/a	n/a	n/a		76%
	• Victims						71%
Decrease in the number of repeat calls for service to the location of emergencies where Police have attended emergencies in the previous 12 months		Police statistics	n/a	n/a	New measure for 2014/15	23%	18%
Decrease the number of complaints upheld against Police		Police Professional Conduct	98	144	190	283	357 ⁷
Increase the percentage of overall satisfaction with service delivery among victims of crime		Citizens' satisfaction survey	n/a	n/a	n/a	n/a	New measure for 2016/17
Increase percentage satisfaction with service delivery from Police Communications Centres		Citizens' satisfaction survey	83%	85%	87%	84%	82%
Increase the rate of infringements paid online (BPS 10)		Police Infringement Bureau	n/a	n/a	New measure for 2014/15	49%	61%
Increase overall satisfaction with service delivery among members of the public who had contact with Police		Citizens' satisfaction survey	82%	83%	84%	82%	84%

⁷ The definition of 'upheld complaints' has been expanded to include lower-level complaints where there was a 'conciliated outcome' and the Police member's actions or behaviour breached Police policy. In prior years, lower-level conciliated outcomes were omitted from the result.

Measure	Source	2011/12	2012/13	2013/14	2014/15	2015/16
Increase percentage of people reporting a positive service experience among: <ul style="list-style-type: none"> • Total • Māori • Youth • Victims 	Citizens' satisfaction survey	n/a	n/a	n/a	New measure for 2015/16	<ul style="list-style-type: none"> • 82% • 78% • 84% • 78%

Impact 3: Investigation

Offenders and causes of harm identified.

Measure	Source	2011/12	2012/13	2013/14	2014/15	2015/16
Increase percentage of homicide, sexual assault and serious assault investigations finalised within 12 months	Police statistics	n/a	n/a	n/a	n/a	New measure for 2016/17
Maintain Victim Support offices' satisfaction with Police services	National Prevention Centre	100%	100%	77%	67%	76%

Impact 4: Resolution

Offenders held to account & victims supported.

Measure	Source	2011/12	2012/13	2013/14	2014/15	2015/16
KEY MEASURE	At least 98% Police attendance at home burglaries within 48 hours					New measure for 2017/18
	\$400 million of cash and assets seized from gangs and organised crime over the next four years					New measure for 2017/18
Increase percentage of charges laid by Police that result in conviction	Ministry of Justice	n/a	n/a	n/a	New measure for 2015/16	9%
Decrease the number of escapes from Police custody	Police Professional Conduct	New measure for 2012/13	8	8	10	6
Minimise the number of deaths and serious injuries in Police custody	Police Professional Conduct	n/a	n/a	n/a	New measure for 2015/16	19
Decrease in youth offenders who reoffend where the initial proceeding decision was: <ul style="list-style-type: none"> Warning Alternative Action (Intention to Charge) Family Group Conference Prosecution 	Police Statistics	n/a	n/a	n/a	New measure for 2015/16	<ul style="list-style-type: none"> 413 943 187 1,145

APPENDIX 2: OUR PEOPLE

Police's people are key to our ability to implement 'Our Business'.

Police's workforce and culture delivers great services to the public across New Zealand on a daily basis. However, Police is keenly focused on continual improvement. This will require Police to ensure all our actions are consistent with Police's values, adapt our service delivery to the challenges of *Safest Country: Policing 2021 Transformation Programme* as well as developing technologies and emerging crime patterns. At the same time New Zealand is changing and Police will have to evolve to meet the operational needs of all parts of our communities.

Police has been given an opportunity to improve our service by the Government's investment in increasing Police numbers. This will allow Police to target key issues in our community and help us to achieve Police's mission of New Zealand being the safest country.

Police will achieve this by attracting the right people and then retaining and developing our staff to the relevant levels to ensure we have the best possible workforce both now and in the future.

Police work, by its nature, is somewhat risky. It is important that Police does all it can to deal with these risks. In order to keep our communities safe, we must first keep ourselves safe and well.

With 12,000 employees located in almost 400 communities across New Zealand, Police is one of the largest employers in the country. As such our People and Culture strategy needs to consider a wide range of issues for these staff.

To focus on the most important components of these challenges Police has developed a four year People and Culture plan that fits within Police's overall Strategic change programme.

Police has developed a People and Culture plan 2016-2020 that outlines Police's focus areas for change over this period. This strategy has four main focus areas:

1. Diversify workforce capability and capacity
2. Redefine how we lead and manage through the Police High Performance Framework
3. Increase Workforce and Individual agility
4. Reposition key Stakeholder Relationships

At the same time as we undertake an ambitious change programme, it is important that Police manages the day to day challenges for an organisation of over 12,000 staff.

Diversify workforce capability and capacity

A more diverse workforce will have a number of benefits, both to Police and to our communities. Bringing in people with different skills and experiences enhances the ability of Police. This has been summarised in the statement 'our staff should use who you are, not lose who you are.'

The New Zealand Police model of policing by consent can only work if the public see Police as part of their community. There are many operational benefits to being seen as partners in community safety.

The demographic group that Police has predominantly recruited from in the past is expected to shrink, both as a proportion of the population, and in absolute numbers in the next decade. A continuation of recruitment from a small part of the community is not sustainable. A more diverse workforce isn't just the right approach, it is the only long term approach.



Workforce capability

The Police workforce will grow by over 1,100 people during the next four years. This will allow Police to improve the services that they deliver to the public of New Zealand. This growth is to meet the demand and challenges noted earlier in this Four Year Plan.

This increase includes a significant number of employees who will focus on targeting and catching offenders, preventing crime and victimisation, and delivering a more responsive police service. Police will need to both increase overall staff numbers and develop new skills in a number of areas. This will be achieved by providing training to existing employees to develop these skills, and by hiring in specialists with capacity in these areas. Police will need to develop relevant training, management and career progression for these new capacities.

In many cases the new capacity will be broadly in line with existing workgroups already within Police. In these cases Police will need to ensure that relevant supervision and management capability are in place as numbers increase. This will ensure that the new employees are in the best place to deliver the desired capacity as soon as they start in these roles.

The Policing workforce has changed considerably over time, and will continue to change in the future. Police is focused on meeting the changing needs of our communities, as well as pro-actively changing what we deliver as identified in *'Our Business'* and the *Safest Country: Policing 2021 Transformation Programme*.

To do this we need to develop new capabilities whilst retaining the skills and culture that serve us well. To achieve this we will focus on a new mix of skills. This will lead to greater focus on:

- Empathy
- Interpersonal skills
- Problem solving
- Ability to understand causality
- Creative thinking
- Open mindedness
- Cultural adaptability
- Analytical skills

Improvement of gender and ethnic diversity

Police understands that as a low attrition organisation it will take time for the workforce to reflect the gender and ethnic mix of the New Zealand population. Even with recruitment levels increasing dramatically to achieve required growth Police Constabulary recruitment levels are at 8% of the Workforce each year, there is therefore a limit to Police's ability to change its workforce quickly. It is important that Police make positive movement towards this goal.

Achieving our recruitment goal at the same time as recruitment is high due to growth is a significant challenge. It is also a significant opportunity to change Police workforce composition for years to come.

Police has set ambitious goals of matching its recruitment levels to the population. This includes having 50% of all recruits being women. Achieving this target will dramatically change the makeup of Police, and is a strong indication of Police's commitment to learning the lessons of the past and devilling a better service to all New Zealanders.

Police is committed to Māori and the Treaty, and is committed to lowering Māori overrepresentation in offender and victim statistics through the Turning of the Tide strategy. Part of this strategy is that Police should accurately reflect Māori numbers within its workforce. Police has therefore set an ambitious goal of the Constabulary workforce having the same proportion of Māori as the general population. To achieve this goal almost 30% of all recruits over the next four years will need to be Māori.

To achieve these goals Police is reviewing its attraction strategy to ensure that Māori and Women are the primary focus.

Ethnic recruitment goals for ethnic groups other than Māori are based on each group's representations within the community. Each district will have different priorities to reflect the demographics of their community.

Group	Recruitment goal
Pacific	7.4% - 9.3%
Asian	11.8% - 14.8%
Other ethnicity ⁸	2.9% - 3.6%

Key to retaining a diverse workforce is building a truly inclusive organisation. This is an organisation where all employees are valued for who they are, and have their contributions valued.

Ethnic Strategy

Police's ethnic strategy aims to help Police improve the ways in which we work with New Zealand's ethnic communities and continue to attract and recruit new people with a wide range of knowledge and skills. There are three key objectives to ensure ethnic diversity is a consideration across all levels of Police and within everything Police does. The key objectives are:

- Leading Ethnic Responsiveness: Leadership and evidence based decision-making to improve service delivery for ethnic communities.
- Building Capability for Ethnic Diversity: Having the right people with the right skills to work with ethnic communities. Extra investment in ethnic liaison officers by the Government will allow Police to increase our capacity across a range of communities.
- Working with Ethnic Communities: Strong partnerships to prevent crime and victimisation.

Women's Advisory Network

The Women's Advisory Network is one of the interventions utilised to improve diversity and inclusion. The strategy aims to help, develop, support, and empower women within Police so that they are able to participate, contribute and thrive. This will be achieved by establishing visible and inclusive networks of guidance and support, by providing channels for staff to give feedback and suggestions around women's professional development, and by influencing positive change by challenging perceptions and behaviours. The Network will also be proactive in identifying and eliminating any barriers to the recruitment, retention or development of women across Police.

Managing unconscious bias

Police has made the identification and management of unconscious bias a priority. This is the biases that all people have that led them to make instinctive judgements based on their own experiences and background. The first step in managing these bias is having all staff identify that they have them. People can then challenge their biases to understand how they influence their decisions and behaviours. To achieve this Police is incorporating unconscious bias in its training for appointments. This is also a key selection point for promotions within the organisation.

⁸ Excluding Pakeha and European

Recruitment: Attraction, Selection and Training



The Police recruitment process is split into three phases; attraction, selection and training. Police is currently reviewing its capacity in each of these phases to ensure that it will achieve the desired growth over the next four years. To achieve desired growth Police will need to recruit between 600 and 700 Constabulary employees a year.

Currently between 10% and 15% of applicants make it through selection and become recruits. This means that Police need between 5,000 and 7,000 applicants a year to meet recruitment targets.

Attraction

Attraction is fundamental to recruitment success for Police. Accordingly, Police will be executing several approaches to reach our target audience.

In March 2016 Police launched the “Do you care enough to be a cop?” marketing campaign.

Qualitative and quantitative research was undertaken to better understand the barriers and motivators for our target groups, and strongly influenced the development and direction of the campaign.

The campaign aims to position a police career as one that meets the aspirations of people who care about their community, and want to make a positive difference. Response to the campaign has been hugely positive and generated a great deal of interest in NZ and overseas.

Plans are in place to continually monitor the success of this campaign and make refinements as necessary to ensure success in attracting our target audience.

The size and design of this campaign is currently being reviewed to ensure that it is capable of meeting the recruitment levels required to grow the Police workforce, with particular focus on ensuring that Police is attracting the right people to meet its recruitment diversity targets.

Selection

Police is committed to ensuring that selection of applications happens as quickly and efficiently as possible, whilst continuing to ensure the high quality of all recruits. Over the next four years Police will review its recruitment criteria to ensure that they remain the best possible criteria for the types of people that Police wants to employ. This will be done to ensure that Police selects the right people for the workforce it needs in the future, rather than continuing to recruit to older workforce models.

Police is reviewing the way it runs its selection process to ensure that they don't create any unnecessary delays or disincentives. As an example Police is currently piloting running part of its selection process on Marae. This approach has several potential benefits. Firstly it could create an environment that may be encouraging Māori applicants, and thus help in achieving the ethnic recruitment goals. Secondly by observing all applicants observance of the Marae tikanga it will allow Police to judge the cultural competency of applicants.

Training

Police has systematically reviewed its onboarding and training for new Constabulary recruits. This is the first time in 32 years Police has fully reviewed its initial training. Changes include moving a significant amount of the previous residential course to a 12 week part time pre-recruitment course. This allows the residential course to be focused on different skills, including problem solving, evidence based Policing and simulations of realistic Policing environments so that recruits have a better idea of how to implement the skills they learn once they graduate. This change allows Police to modernise the skills that recruits are thought to better match the desired workforce capabilities.

Career Foundation Initial Training (CFIT) is a two-year programme that begins before the candidate enters the NZ Police College and continues through extensive workplace assessment until the constabulary staff member becomes a fully-fledged Police officer.

CFIT occurs in four stages and will prepare successful recruit candidates for the modern policing environment and frontline processes.

- i. **Pre-Police College Distance Learning** – pre-course training to provide a common base level of knowledge and understanding, developed (with support from RNZPC) and delivered by an external Tertiary Education Provider (TEP), funded by student fees (user pays); successful completion will be a pre-requisite for entry to the RNZPC.
- ii. **Police College** – a residential training course, fundamentally re-designed to develop more in-depth understanding and application of pre-course learning, teach staff safety defensive tactics, and ‘operationalise’ training; will provide realistic learning contexts and actual experiences to help Recruits better integrate theory and practice and develop greater situational awareness prior to being deployed to districts.
- iii. **Workplace** – encompasses a period of a structured, focused and supported field training to support and enhance the Probationary Constable’s application of their RNZPC learning to the situational realities of policing in their new districts; and a programme of workplace standards and assessments, to demonstrate competency in the core policing tasks over a two-year period.
- iv. **Qualifying** – a final quality assurance that Probationary Constables have developed the core knowledge and policing skills to operate at the mastery level for a General Duties Constable; provides a key opportunity to re-engage them with the core values and ethics of the Police professional in Police; extends their knowledge in key areas of investigation and command and controls and introduces career development and specialisation options, prior to graduation as a fully-fledged Constable.

During 2017/18 the first students will enter the qualifying phase of CFIT.

Police is operating a continuous improvement approach to CFIT reviewing and refining all parts of the programme to ensure that it provides the best possible quality of Police.

Gender pay gap

Police is committed to paying all of its employees fairly and ensuring that gender, and other similarly irrelevant factors, play no part in remuneration levels. There are currently differences in gender pay levels that are the result of differences in length of service between men and women, and the gender balance in lower paid jobs.

Gender pay gap		
Constabulary	Employee	Total
8.3%	16.9%	12.2%

Specifically, the major factors contributing to the pay gap are:

- Significant increases in the number of female Constabulary employees in recent years meaning the average Constabulary years of service for females is lower than for males. The Police pay structure increases pay levels as years of service increase.
- For employee positions in the lower salary bands, the majority of employees are female.

Once these band and years of service factors have been taken into account then there is no statistically significant gender pay gap for Police.

Police is committed to 50% of all Constabulary recruits being female in the future. Success in increasing female numbers at the starting pay level may have the counter-intuitive result of increasing the raw gender pay gap in the short term. However, Police is equally committed to ensuring that retention and development opportunities are equally taken up by all groups of employees. This will ensure that service weighted gender pay levels remain balanced in the future.

Leadership capability

Police’s priority for management and leadership development is its 1,900 Constabulary Sergeants and Senior Sergeants. This cohort of front line leaders is critically important to achieving Police’s strategy. They have significant influence over the 6,600 staff at the rank of constable that work to ensure that every day New Zealanders can feel safe and be safe. This group of frontline leaders is also crucial to developing and mentoring the upcoming generation of leaders at police.

Since 2013 Police has been working to improve the process of identifying and selecting future leaders to ensure that the best people are in people leadership positions. This line of work is the Career Progression Framework and entails

shifting from a qualification course that tended to reinforce the nature of the leader as technical expert to a development programme focused on building broader management and leadership skills. The capacity of these leaders is particularly vital over the next four years as increased numbers will lead to a larger number of inexperienced Constables across Police.

To support the implementation of the Career Progression Framework, Police has evolved its talent management system. Each district has a development board focused on identifying and prioritising individuals interested in entering the career progression framework. Development boards also play an important part to removing barriers to advancement for minorities within police by surfacing opportunities to “act-up” into important development roles. Police require that all opportunities to act up that are greater than 4-weeks long go to development boards for review.

The Leadership Success Profile (LSP) has been mapped to Police’s existing competencies. Police plans to introduce the LSP at the inspector (or middle management) level. This is the level most likely to work with or contribute to inter-agency projects and working groups. Police also incorporate the LSP into Development Boards looking at the cohort of individuals looking to transition from Senior Sergeant to Inspector.

Police is also exploring ways to clarify career pathways and implement management and leadership development for its 3,100 police employees.

Female senior leaders⁹

At this time the Constabulary workforce is a closed workforce meaning future senior leadership are recruited from within Police. Police will increase the number Constabulary female senior leaders in the long term as it continues to increase the number of women recruited into Police, and ensure all people within our workforce are developed to reach their full potential.

Female % of senior leaders		
Constabulary	Employee	Total
15%	32%	21%

In the last four years the number of female Constabulary senior leaders has increased from one to seven, at the same time there has been a two third increase in the number of women at the rank below these senior leaders (Inspector), many of whom may flow through to senior leadership over the next four years. This has been achieved by a long term focus on removing barriers to ensure women remain within Police and develop to their full potential.

In the same period the number of female employees at this level has increased from two to eight. This is supported by continuing to have external hiring practices that ensure Police attract and hire the best talent, regardless of gender, and also by developing internal talent who have moved into these roles. Police has two internal training courses that are dedicated to developing future female leaders. These courses have proven successful in enabling participants to move up within the organisation and develop their potential. This approach has been recognised by New Zealand Police winning the Supreme award at the 2016 Diversity awards¹⁰.

⁹ Police defines senior leaders as those with the rank of Superintendent or above, or their Employee equivalents. This reflects the Police structure but may not exactly represent management reporting levels in the HRC.

¹⁰ <https://diversityworks.nz/new-zealand-police-win-diversity-award/>

Increase Workforce and Individual agility

HR Management Information System (HRMIS)

Police have replaced their existing HR system (PeopleSoft) with a SAP solution to be recognised by the workforce as 'MyPolice'. This new HR system was necessary to modernise the payroll processes and procedures, and standardise the roster system on a demand based allocation methodology.

'MyPolice' will provide an important tool for Police to build its integrated modern People Management System.

MyPolice enables our mobile workforce access to core HR functions via mobility devices. It will simplify many HR processes and have better information, all designed to ensure that our Constabulary staff have more flexibility and it will help make better decisions to get the right people with the right skills in the right places. There are three integrated components to this system which was delivered in April 2017.

1	SAP Human Capital Management	SAP Human Capital Management is the core HR system that will replace PeopleSoft. It will provide us with our Payroll engine and will be where we complete key HR tasks, such as entering exception time and applying for leave.
2	SAP Success Factors	SAP Success Factors will provide the tools we need to support bringing new people on board, training and developing our people.
3	Kronos	Kronos will provide enhanced functionality for our District rostered staff, and will allow us to enhance demand based rostering in the future.

Reposition key Stakeholder Relationships

Employment Relations Strategy

Police's main Collective Employment Agreements (CEA's), covering 85% staff including constabulary and other employees, will expire on 30 June 2018.

Workforce Sustainability

For a number of years Police's attrition rates have been very low. Which has led to an ageing workforce. In the last year there has been a small increase in the Police attrition rate caused by an increased number of older employees retiring from Police.

Police expect this increase to continue for a number of years as the large number of employees currently in older age groups leave Police.

Police is aware of the need to increase attraction, selection and training of new recruits to replace this increased attrition. It is also reviewing its capacity in development and specialist training to ensure that it can ensure that all workgroups can be sustained over this transition.

This issue will happen at the same time as the increase in staff numbers over the next four years. This increase will in the short term lead to increased numbers of inexperienced staff. However, in the medium term this increase will lead to more people developing experience at different times than would have been the case if Police had remained at current numbers.

Workforce numbers

Government is investing in significant increases in Police numbers over the next four years. These increases will see Police numbers grow by over 1,100 FTEs over this period. Police will use evidence based approaches to ensure that the public will get the greatest possible benefits from this investment.

These increases have been targeted to dealing with areas of growing demand. This will include a greater capacity in areas such as emergency response and burglary resolutions which will have a significant impact of the wider communities experiences of offending. Police is using this investment to further focus on serious crimes Child Protection, Adult Sexual Assault and Family violence that cause disproportionate harm to some members of society. It will also improve the public's ability to access Police services with initiatives like a national Single Non-Emergency Number and increased number of locations operating 24/7.

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Constabulary and Authorised Officers	8,907	9,083	9,318	9,552	9,787
Other employees	3,026	3,206	3,271	3,271	3,271
Total	11,933	12,289	12,589	12,823	13,058

APPENDIX 3: OPERATING AND CAPITAL EXPENDITURE