

NEW ZEALAND POLICE



Additional
Financial & Performance
Information

Additional Financial and Performance Information

Contribution By Output Class

The total input or amount of activity police produce by output class is measured by way of staff timesheets. Through this targeted activity focus is provided towards the achievement of the Government's strategic results areas and desired outcomes of reducing the incidence and effects of crime and improving road safety.

Total Hours Contribution from Sworn and Non-Sworn Staff

1999/2000	1998/99	Variance
19,342,090	19,307,132	0.18%

Contribution by Output Class

	1999/2000	1998/99	Variance
1	0.14%	-	-
2	6.46%	-	-
3	6.17%	-	-
4	30.05%	-	-
5	26.46%	-	-
6	2.84%	-	-
7	0.55%	-	-
8	2.45%	-	-
9	4.15%	-	-
10	0.98%	-	-
11	0.46%	-	-
12	0.93%	-	-
13	3.44%	-	-
14	14.40%	-	-
15	0.52%	-	-
Total	100.00%	-	-

New Zealand Police adopted a new output class structure from 1 July 1999.

Comparative information for the 1998/99 year is therefore not available.

During 1999/2000, hours delivered by sworn and non-sworn staff increased by 0.18 % or 34,958 hours.

Output Class Variances

Significant Variances Between Expected and Actual Performance

A significant variance occurred between expected and actual performance in the delivery of departmental output class D9 Public and Personal Security.

Output Class D9 was overspent by \$5.630 million or 18.7% as a result of increased activity for APEC and related state visits, Americas' Cup and VIP protection for the general election.

Amendments to Performance Measures and Targets

Changes made to Police measures related to both cost and quality. The changes to cost reflected the anticipated hours of officer times expected to be spent on each output.

For the 1999/2000 year the output classes and outputs within classes were reorganised to more closely reflect the lifecycle of crime model. In addition separate classes of outputs were included for road safety. A number of additions were made to the quality measures from those shown in the Departmental Forecast Report 1999. The definition of a classroom session was standardised during the year for both Youth Education Services and School Road Safety Education. The standard introduced was "a half-hour block of time delivered in the classroom". The changes listed below reflected the performance measures that were finalised in the New Zealand Road Safety Programme after the completion of the Estimates process.

Changes are –

Output 12.2 Traffic Community Services

The number of person days decreased from 8,640 to 8,302.

Output 14.1- Drinking or Drugged Driver Control

The number of campaigns amended from 6 national to 2 national campaigns and a minimum of 3 local campaigns in each Police district.

Output 14.2 – Speed Control

The number of campaigns amended from 4 national to 1 national campaign and a minimum of 5 local campaigns in each Police district.

The number of traffic offence and infringement notices for on road activities increased from 76,000 to 85,000 to 100,000 to 120,000.

Output 14.4 Restraint Device Control

The number of campaigns amended from 4 national to Kidsafe intervention and a minimum of 4 local restraint campaigns in each Police district.

The number of infringements issued increased from 25,000 to 30,000 to 30,000 to 40,000.

Output 14.6 – Commercial Vehicle Investigation and Road User Charge Enforcement

The pilot checking 250 to 350 hours was not included in the New Zealand Road Safety Programme.

Appropriations Administered by the Department

Vote: Police – Summary of Appropriations Year Ended 30 June 2000

Department Output Classes (Mode B Gross)	Main Estimates Appropriation \$000	Supplementary Estimates Change \$000	Changed by Order in Council \$000	Total Appropriations \$000	Estimated Actual Outturn \$000	Audited Actual Outturn \$000	Section 12 Over Expenditure \$000	Validating Legislation Required \$000
D1 Policy Advice and Ministerial Support	584	476	29	1,089	1,060	1,185	96	0
D2 Policing Support to the Community through Partnerships, Education, Crime Prevention and Youth Programmes	40,786	12,482	900	54,168	53,268	54,741	573	0
D3 Directed Patrol Activities	29,943	31,591	-7,650	53,884	61,534	52,354	0	0
D4 Police Primary Response Management	283,498	-26,259	2,100	259,339	257,239	257,210	0	0
D5 Case Management	208,813	13,916	2,050	224,779	222,729	224,674	0	0
D6 Case Resolution	34,697	-10,351	650	24,996	24,346	24,318	0	0
D7 Enforcement of Court Orders	11,343	-6,685	567	5,225	4,658	4,681	0	0
D8 Custodial and Escort Services	21,102	-19	0	21,083	21,083	21,044	0	0
D9 Public and Personal Security	25,355	3,445	1,268	30,068	28,800	35,698	5,630	0
D10 Vetting and Firearms Licensing	9,010	-297	0	8,713	8,713	8,384	0	0
D11 Lost and Found Property	3,503	427	0	3,930	3,930	3,905	0	0
D12 Community Traffic Safety Services	12,262	-4,573	200	7,889	7,689	7,832	0	0

Department Output Classes (Mode B Gross)	Main Estimates Appropriation \$000	Supplementary Estimates Change \$000	Changed by Order in Council \$000	Total Appropriations \$000	Estimated Actual Outturn \$000	Audited Actual Outturn \$000	Section 12 Over Expenditure \$000	Validating Legislation Required \$000
D13 Traffic Management Services	24,855	4,663	0	29,518	29,518	29,245	0	0
D14 Strategic Traffic Safety Delivery	129,697	-2,418	3,855	131,134	127,279	130,837	0	0
D15 Traffic Prosecution Services and the Enforcement of Court Orders	5,088	4,958	-3,969	6,077	10,046	5,565	0	0
TOTAL MODE B GROSS	840,536	21,356	0	861,892	861,892	861,673	6,299	0
OTHER EXPENSES TO BE INCURRED BY THE DEPARTMENT								
Compensation for Confiscated Firearms	11	0	0	11	11	3	0	0
Loss on Sale of Property to Ngai Tahu	0	7,276	0	7,276	7,276	7,276	0	0
Devaluation of INCIS	0	66,000	0	66,000	66,000	65,580	0	0
TOTAL OTHER EXPENSES	11	73,276	0	73,287	73,287	72,859	0	0
TOTAL APPROPRIATIONS	840,547	94,632	0	935,179	935,179	934,532	6,299	0

Supplementary Estimates Adjustments

An analysis of the changes to appropriations as altered in the 1999/2000 Supplementary Estimates is set out in the spreadsheet at page 145.

All changes shown are GST inclusive.

Substantive decisions made on Vote: Police were:

- Output class appropriations were increased by \$6.356 million to fund the cost of an additional 90 non-sworn staff.
- Output class appropriations were increased by a further \$15 million to provide for unavoidable cost pressures faced by Police.

Technical adjustments made to Vote: Police were:

- Additional other expenses appropriations were provided for the losses on sale of Police stations at Christchurch, Dunedin, and Queenstown (\$7.276 million) arising from the settlement of the Treaty of Waitangi claim with the Ngai Tahu, and for the write-down of hardware, software and network assets associated with the cancellation of the INCIS project (\$66 million).
- Fiscally neutral adjustments between output classes to reflect the actual hours of service delivered by Police in 1999/2000.

Vote: Police - Changes in Appropriations Included in Supplementary Estimates

Year Ended 30 June 2000

Department Output Classes (Mode B Gross)	Substantive Decision	Cost Pressures	Total Substantive Decisions	Technical Adjustments		INCIS Write-down	Fiscally Neutral Adjustments	Total Technical Adjustments	Total Changes in Appropriations
				Ngai Tahu Settlement Loss On Sale	\$000				
	Additional Non-Sworn Staff	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
D1 Policy Advice and Ministerial Servicing	5	18	23	0	0	0	453	453	476
D2 Policing Support to the Community through Partnerships, Education, Crime Prevention and Youth Programmes	311	927	1,238	0	0	0	11,244	11,244	12,482
D3 Directed Patrol Activities	228	1,071	1,299	0	0	0	30,292	30,292	31,591
D4 Police Primary Response Management	2,162	4,479	6,641	0	0	0	-32,900	-32,900	-26,259
D5 Case Management	1,593	3,876	5,469	0	0	0	8,447	8,447	13,916
D6 Case Resolution	264	424	688	0	0	0	-11,039	-11,039	-10,351
D7 Enforcement of Court Orders	87	81	168	0	0	0	-6,853	-6,853	-6,685
D8 Custodial and Escort Services	161	367	528	0	0	0	-547	-547	-19
D9 Public and Personal Security	194	501	695	0	0	0	2,750	2,750	3,445
D10 Vetting and Firearms Licensing	17	152	169	0	0	0	-466	-466	-297

Vote: Police - Changes in Appropriations Included in Supplementary Estimates continued

Department Output Classes (Mode B Gross)	Substantive Decision	Technical Adjustments			Total Substantive Decisions	INCIS Write-down		Fiscally Neutral Adjustments	Total Technical Adjustments	Total Changes in Appropriations
		Additional Non-Sworn Staff	Cost Pressures	Ngai Tahu Settlement Loss On Sale		\$000	\$000			
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
D11 Lost and Found Property	27	68	95	0	0	0	332	332	427	
D12 Community Traffic Safety Services	93	134	227	0	0	0	-4,800	-4,800	-4,573	
D13 Traffic Management Services	187	514	701	0	0	0	3,962	3,962	4,663	
D14 Strategic Traffic Safety Delivery	989	2,213	3,202	0	0	0	-5,620	-5,620	-2,418	
D15 Traffic Prosecution Services	38	175	213	0	0	0	4,745	4,745	4,958	
TOTAL MODE B GROSS	6,356	15,000	21,356	0	0	0	0	0	21,356	
OTHER EXPENSES TO BE INCURRED BY THE DEPARTMENT										
Compensation for Confiscated Firearms	0	0	0	0	0	0	0	0	0	0
Loss On Sale of Property to Ngai Tahu	0	0	0	7,276	0	0	0	7,276	7,276	
Devaluation of INCIS	0	0	0	0	66,000	0	0	66,000	66,000	
TOTAL OTHER EXPENSES	0	0	0	7,276	66,000	0	0	73,276	73,276	
TOTAL APPROPRIATIONS	6,356	15,000	21,356	7,276	66,000	0	0	73,276	94,632	

Significant Variances Between the 1999 Departmental Forecast Report and Actual Performance Reported

The following variances are considered significant by Police:

(i) Net operating surplus

Actual	-74.277m
Forecast	0.001m
Variance	-74.278m

(ii) Receipts from sale of fixed assets

Actual	30.846m
Forecast	6.000m
Variance	24.846m

(iii) Expenditure on fixed assets

Actual	44.523m
Forecast	50.700m
Variance	-6.177m

The variances are explained as follows:

(i) Net operating surplus

Loss on Outputs	-1.429m
Other Expenses	-72.849m
Total Variance	-74.278m

Factors which contributed to the loss on outputs were:

Revenue Crown	29.649m
Interest	0.002m
Depreciation	9.234m
Sub total	38.885m
Other Revenue	-12.133m
Personnel Expenses	-21.572m
Operating Expenses	-6.490m
Capital Charge	-0.119m
Total Variance	-1.429m

The increase in Other Expenses mainly arises from a \$7.276 million loss on sale of fixed assets to the Ngai Tahu and \$66 million from the devaluation of INCIS.

(ii) Receipts From Sale Of Fixed Assets

Receipts from the sale of fixed assets include \$25.3 million for the sale of police stations at Christchurch, Dunedin and Queenstown as part of the Ngai Tahu settlement with the Crown.

USE OF CONSULTANTS

The Police made significant use of the following providers of consultancy services during 1999/2000 :-

Aon Consulting NZ Ltd	Actuarial services – employee entitlements.
Aon Risk Services NZ Ltd	Risk management review.
Aspiring Enterprises	Property project management.
Bailey Partnership Ltd	Traffic surveillance project.
	General traffic consultancy.
Brian P Gray	Mediation services.
Colmar Brunton Research	Survey of sworn staff training.
	Qualitative research.
Deloitte Consulting Group	FMIS system support.
Deloitte Services Ltd	Fleet management business cases.
Dow Group Ltd	Property advice.
Executive Task Force	Personnel appraisals.
Gardiner and Parata Ltd	Recruitment for senior positions.
Helen Holmberg	Trauma policy sessions.
Hey Jude	People and performance project.
Dr S M Hudson	Crime project.
IDPE Consulting Group	Year 2000 projects.
Industrial Research Ltd	Traffic field trials.
Innovative Public Relations	Background articles.
Jacqui van der Kaay	Media services.
Kiely Thompson Caisley	Assistance with Employment Court hearings.
Knight Frank NZ Ltd	Property strategic review.
KPMG	Project management and governance.
	Career planning workshops.
	Police review/restructuring.
McKinley Training Services Ltd	Quality customer service.

Melville Jessup Weaver	Actuarial services GSF Police superannuation scheme.
Momentum Consulting Group	Staff recruitment.
MTA Management Consultants Ltd	Police selection panels.
Morgan and Banks	Y2K computer upgrade.
A C Nielson	Public satisfaction monitoring project. Communication Centre caller study.
Personal Communications Systems NZ	IT restructuring.
Quality Dynamics	Quality improvement programme.
Ronmar Holdings Ltd	National purchasing contracts.
SAT NZ Ltd	FMIS system implementation.
Seranova New Zealand Ltd	Various IT development projects.
Smith Financial Services Ltd	Police disengagement study.
Sterling Personnel	Leadership development.
Strategic Learning Systems Ltd	Management consultancy.
Supply Clusters NZ	National purchasing contracts.
Suzanne Cookson	Public Relations services.
Systems Architects Ltd	Analysis for Technical Support Unit.
Tall Poppies	Leadership style indicator programme.
Thackeray and Associates	Electronic Crime Unit.
Top Drawer Consultants	Sexual harassment policy.
Unitech	Business plan training.
Venture Team Services	FMIS systems implementation.
Victoria Link Ltd	Youth diversion project.
Watson Wyatt NZ Ltd	Police selection panels.
Write Technology Ltd.	Analysis and design of publishing systems.

ANNUAL REPORTING ON THE EFFECTIVENESS OF “CLOSING THE GAPS”

Category 1: expenditure targeted solely at improving outcomes for Māori.

Police have a number of activities that are targeted solely at improving outcomes for Māori. Actual expenditure, budgeted expenditure and the variances for 1999/2000 were:

Activity	Actual \$000	Budget \$000	Variance \$000
Iwi liaison officers	1,662	1,545	117
Cultural affairs team (based at the Office of the Commissioner)	242	244	(2)
Māori Advisory Forum	30	30	-
Total	1,934	1,819	115

Note: all figures are GST exclusive.

Linkage Between Expenditure and Intended Outcome

The expenditure on these three activities has the following intended outcomes:

- gain a greater understanding and acceptance of the significance and role of the Treaty of Waitangi to Māori and to New Zealand;
- develop a greater capacity for bringing the voice and aspirations of Māori into policing decisions and operational procedures; and
- consult effectively with Māori to identify, design and implement strategies that reduce the incidence and effects of offending by Māori.

Each of the activities is designed to open communication and develop partnerships between policing and the Māori community thereby contributing towards the outcomes sought.

In addition to this targeted expenditure, a significant amount of effort is being directed into building capability to improving outcomes for Māori within police at the policy and management level. Because this type of input is difficult to cost, the expenditure is intangible in nature. The intended outcome however is to meet the wider objectives of reducing Māori offending and victimisation.

Evidence of Effectiveness in Achieving the Desired Outcome

The key measure of effectiveness will ultimately be a reduction in the level of offending and victimisation by Māori. Results from 1999/00 show that overall

recorded victimisation has dropped 5.1% from the 1998/99 year. The level of Māori victimisation is not recorded within these total figures. Apprehensions of Māori increased slightly in the same period by 1% and are currently 40.9% of total apprehensions. In addition to these high level outcomes sought, preliminary research has been conducted on both Māori perceptions of Police and Police perceptions of Māori. Similar research will demonstrate the improvements that have been made in the outcome areas identified above.

Intended Performance Reporting Developments

Further research is planned to be implemented in the 2001/02 year. This research will link the police activities described above with the results obtained in progress towards the desired outcomes.

Category 2: expenditure intended to improve outcomes for at-risk groups, but not targeted specifically at Māori.

Police has a number of outputs solely aimed for at-risk groups, notably youth. Actual expenditure, budgeted expenditure and the variances for 1999/2000 were:

Output		Actual \$000	Budget \$000	Variance \$000
2.3	Youth crime prevention	14,626	11,404	3,222
2.4	School education services	6,718	8,572	(1,854)
6.2	Support to Family Group Conferences	1,107	1,256	(149)
12.1	School road safety education	4,070	3,332	738
Total		26,521	24,564	1,957

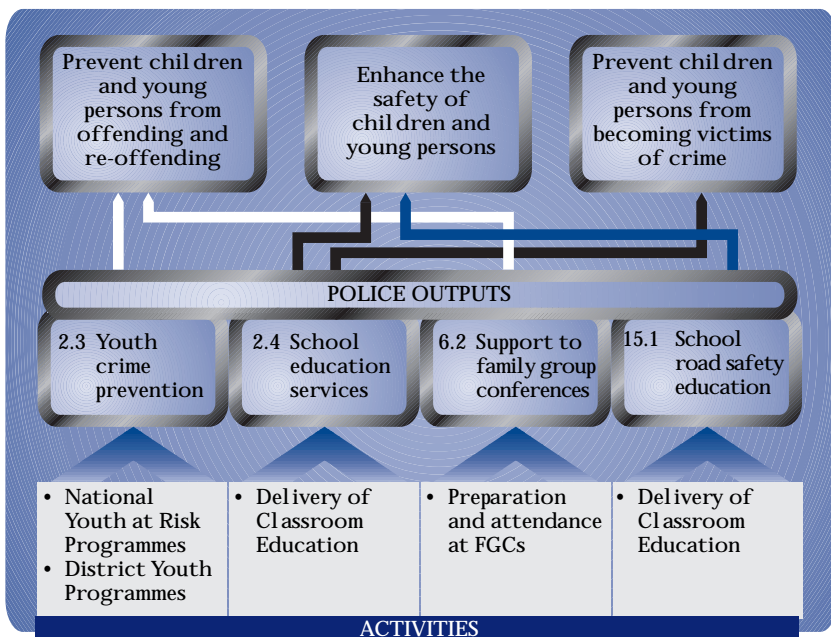
Note: all figures are GST exclusive.

Linkage Between Expenditure and Intended Outcome

The expenditure on these activities has the following intended outcomes:

- To enhance the safety of children and young persons;
- To prevent children and young persons from offending and re-offending; and
- To prevent children and young persons from becoming victims of crime.

Within each output described are a number of activities. The linkage between these activities through the outputs detailed in the Annual Report and the intended outcomes is described below:-



Evidence of Effectiveness in Achieving the Desired Outcome

The National Youth at Risk programmes have been subject to ongoing evaluation. Current results show they are effective in reducing the number of offences committed by programme participants by 78%.

District youth programmes are not subject to individual evaluation. Recorded crime rates and apprehension rates are used to measure the results from these types of activities. The overall recorded crime rate for 1999/00 is down 5.1% from the previous year. Youth apprehensions made up 23% of the total apprehensions for 1999/00 while Māori youth apprehension were 26.7% of total Māori apprehensions. The number of Māori youth apprehensions increased slightly from 20,253 to 21,258 between 1998/99 and the 1999/00 year. School education programmes delivered by the Police Youth Education Service are subject to independent research. Whilst directly linking education with the desired outcome can be problematic, these studies do show the value of this activity. Recent surveys of teachers and an independent Review by the Education Review Office all show high levels of support for the Police youth education programme. However the report does highlight some areas of the management of the youth education programme that need improving. Traffic education programmes are also not specifically evaluated but high level outcomes do show a reduction in the number of children being killed and

injured on pedestrian crossings and by failure to wear seat belt restraints.

The linkage between Family Group Conferences and desired outcomes of reductions in youth offending is not evaluated by Police.

Intended Performance Reporting Developments

The evaluation programme on the Youth at Risk projects will be enhanced to cover the five additional programmes approved by Government for the 2000/01 year. Management of the Police youth education programme will be subject to formal review in the 2000/01 year.

Category 3: other expenditure on Māori not covered by categories 1 and 2.

Police do not have records of expenditure on Māori as consumers of Police services. It is noted that current records show that 40.9% of total reported offender apprehensions for 1999/00 were Māori. For the comparative period output class five lists total expenditure on offence investigations (5.1) as \$186,725 (GST exclusive).

Records are not kept on the ethnicity of victims of offences.

Because of the complexity in recording victimisation information by ethnicity, the Minister of Police has provided dispensation from reporting on expenditure on Māori as consumers of Police services.